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AN INVESTIGATION INTO THE POLICIES AND
INITIATIVES FOR WORK-LIFE BALANCE WITHIN
SELECTED CONSTRUCTION COMPANIES IN
NIGERIA

MOSES EMMANUEL DANG

PhD

2020

AN INVESTIGATION INTO THE POLICIES AND
INITIATIVES FOR WORK-LIFE BALANCE WITHIN
SELECTED CONSTRUCTION COMPANIES IN
NIGERIA

MOSES EMMANUEL DANG

A thesis submitted in partial fulfilment of the
requirements of the University of Northumbria at
Newcastle for the degree of Doctor of Philosophy

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Newcastle Business School

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Abstract

Work-life balance is considered as an individual's ability to balance between two different roles which are work and family. The ability to attain such balance brings satisfaction to the life of the individual. However, the experience of imbalance is usually related to an individual's inability to balance the two domains, or they lack the strategies and resources to manage demands from either domain. This study investigates work-life balance and the experiences of construction workers within selected construction companies in Nigeria. The study addresses three research questions focused on the factors and drivers of work-life imbalance, the organisational initiatives for work-life balance and workers' coping strategies and coping resources in managing the challenges associated with working in the Nigerian construction industry.

Field work was completed at construction sites across the Federal Capital Territory, (FCT), Abuja, and Jos, Plateau State, Nigeria. A mixed-method approach is utilised in collecting the data reported in this study. The results from questionnaires and semi-structured interviews show that low pay, long working hours, stressful job roles, job insecurity and lack of flexibility, alongside family caring responsibilities are significant drivers of work-life imbalance among construction workers. Secondly, this research reports that workers' access to organisational work-life balance initiatives were limited. The workers adopt a range of coping strategies and make use of coping resources in responding to the challenges associated with working in the Nigerian construction industry. This study extends the existing knowledge on the drivers of imbalance in the Nigerian construction industry. This study also extends our knowledge and understanding on the range of coping resources which workers make use of, and sources of support available to workers that has not been reported in the literature yet.

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Declaration

I declare that the work contained in this thesis has not been submitted for any other award and that it is entirely my own work. I also confirm that this work fully acknowledges opinions, ideas and contributions from the work of others. All ethical clearance for the research presented in this thesis has been approved. Approval has been sought and granted by the faculty Ethics committee on the 16th March 2017.

I declare that the word count of this thesis is 83,519.

Name: Moses Emmanuel Dang

Signature:

Date:

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Dedication

This thesis is dedicated to God Almighty – the steadfast, faithful and the one true God.

My wife and children, Naanbaan, Naan'along and Chindongnaan – without your constant love, support, understanding, tolerance of my late nights at the university, being an absentee father and husband, I would not have been where i am today. Thank you and I will always love you...

CHAPTER 1: INTRODUCTION

1.1: BACKGROUND OF THE STUDY

The purpose of the study is to investigate policies and initiatives of work-life balance within selected construction companies in the Federal Capital Territory (FCT) Abuja, Nigeria. The study will investigate factors and drivers of work-life imbalance, the availability and uptake of organisational initiatives, as well as employees' coping strategies and coping resources in managing the challenges associated with construction work. Studies on the concept of work-life balance and its implication on the lives of individuals at work and home has been on the rise (Glaveli, Karassavidou, & Zafiroopoulos, 2013). Studies on work-life balance has provided understanding for businesses with knowledge on how to manage the increasing challenges associated with workers' wellbeing, absenteeism, health and stress, employee retention, and the need to create an image for the organisation as being thoughtful and socially responsible (Mordi, Mmieh, & Ojo, 2013).

The concept of work-life balance has moved on from one that is thought to be predominantly a western concept to a global concept where scholars have undertaken studies in different countries: for example, Malik, Saleem, and Ahmad (2010) studied work-life balance in Pakistan, Ueda (2012) studied work-life balance in Japan and Xiao and Cooke (2012) studied work-life balance in China. Similarly, Peper, Dijkers, Engen, and Vinkenbarg (2010) studied work-life balance in Netherlands, Abendroth and den Dulk (2011) studied work-life balance in Europe, and Raiden and Räisänen (2013) studied work-life balance in Sweden and the UK. Work-life balance in the construction sector which is of interest to this study has usually been carried out mainly in Europe and the United States of America. Recent studies have emerged reporting on the impact of work-life balance in Nigeria in a variety of industries, Alutu and Ogbe (2007), Fred-Adegbulugbe (2010), Mordi and Ojo (2011), Akanji (2012), Nwagbara and Akanji (2012), Mordi et al. (2013), Akanji (2013). Despite these emerging studies, neither of these studies has looked at work-life balance in the construction sector.

Work-life balance experiences and work environment in western countries cannot be presumed to reflect the African environment and experiences, specifically Nigeria (Epie & Ituma, 2014). To this end, this thesis focused on identified factors driving imbalance in the pursuit of work-life balance among construction workers in Nigeria. The need to undertake an empirical study on the factors and drivers of work-life

imbalance is imperative, in addition, availability and access to organisational work-life balance initiatives became imperative, including workers coping strategies and coping resources in managing the challenges associated with workers' pursuit of work-life balance. The thesis will also focus on work-life balance initiatives to Nigerian workers. Although an increasing number of employers appear to provide work-life balance initiatives, as part of their organisational initiatives, (Ollier-Malaterre & Andrade, 2016) reported a reduction in the effectiveness of the policy implementation due lack of access. In addition, the fact that an initiative is on offer, does not necessarily mean workers have access to such policy. Even if workers do have access to such policy, it is not known to which purposes they are utilising such initiatives. Given what is currently known about the construction industry, its nature and demand, how workers cope with the challenges associated with working in the sector are important areas of studies. The strategies which workers utilise in coping, and the resources available to them in mitigating the challenges related with the realities of working in the construction industry are an important area of study. This study therefore seeks to provide insights and broaden the understanding of the challenges that confronts workers in their pursuit of balance between work and family lives in the Nigerian construction industry.

1.2: STATEMENT OF RESEARCH PROBLEM

The construction industry contributes key roles for governments both in the developed and developing countries of the world. This is because the sector contributes to reducing unemployment, it contributes to economic growth, and it aid in providing solutions to address social, climate and energy challenges. The construction industry is linked to other sectors and its impact on the economic performance exceeds direct contribution of construction activities (World Economic Forum, 2016). Despite its size and socio-economic significance, the construction industry is poorly understood, particularly in relation to people management and practices (Dainty & Loosemore, 2013). Industry reports and human resources literature allude to the 'importance' of people in any establishment, yet many firms treat people like any other resource to be efficiently managed as human capital in the pursuit of improved performance (Dainty, Cheng, & Moore, 2003; Raidén, Dainty, & Neale, 2006). A study on construction industry from the World Economic Forum (2016) indicates that people

management in the construction industry ranges between very bad and slightly below average, as shown in Figure 1 below.

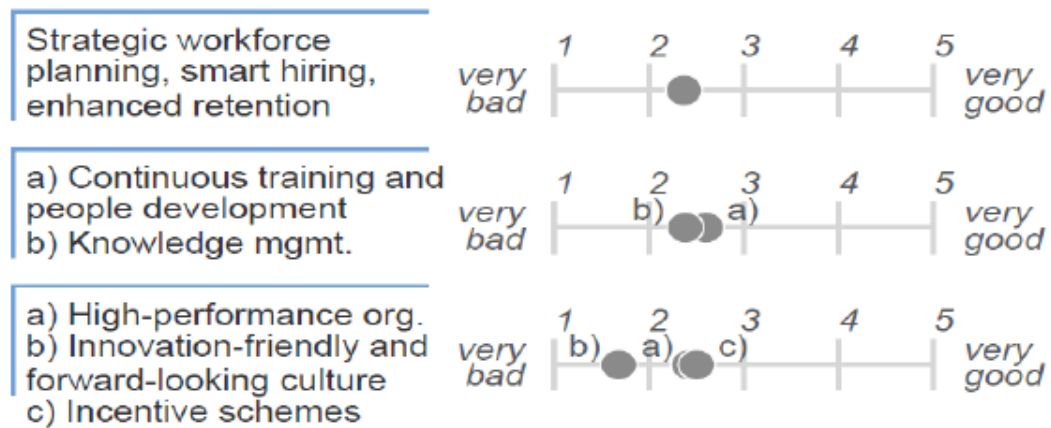


Figure 1: people management in the construction industry

Source: World Economic forum 2016 Construction report

Globalization and economic reality have caused demographic changes in family settings, the polity and global workforce resulting in increasing number of dual-income families and ageing population (Darcy & McCarthy, 2007) who are experiencing conflict in managing both work and life domains. Consequently, family members now opt for increased-working hours and dedicating considerable time to work at the expense of their personal lives (Chatrakul Na Ayudhya & Lewis, 2011; Roper, Prouska, & Ayudhya, 2010). This experience has drastically caused a shift in the balance between work and family obligation in many developing and developed societies of the world including Nigeria. Due to the impact of globalization, the clear divide which separates work and family life sphere is increasingly getting blurred (Schmidt, 2011).

The industry of choice for this research is the construction industry. Different studies have highlighted the positive contributions of work-life balance policies and initiatives to both employers and employees, regardless of the working environment (Lim & Ling, 2012; McManus, 2009; Wheatley, 2012). Epie (2011), examined the influence of work-family policies on organisational performance in Nigeria with the employer-dominated labour market. The result of the comparative analysis carried out between three Nigerian Banks and a former Bank executive showed that, with regard to organisational philosophy, perception of organisational support, employee wellbeing, and organisational wellbeing which includes trust, psychological and physical wellbeing, employee commitment, intentions to leave and actual leaving the

organisation, the introduction and implementation of policies that expedite work-family integration is connected with positive views of organisational viewpoint and support.

Mordi and Ojo (2011), examined the degree to which work-life balance policies and practices are real to employees of the Nigerian banking sector. The result showed a general absence of awareness of work-life balance policies that are available. Similarly, Mordi et al. (2013) explored the perception of the concept of work-life balance policies and practices that is among middle line managers of Nigerian Banks. The outcome of the study showed diversity in the understanding and experience of work-life balance initiatives, a culture of favouritism in Banks using work-life balance initiatives and a cultural sensitivity which affects the appreciation and utilisation of work-life balance. In another recent study, Akanji (2013) examined the prevalence of work-life conflict in Nigeria among workers of Banks, call-centres, hotel services and insurance firms. The study explored their cultural perceptions and knowledge of work-life balance thus reported views alleging the prominence of role conflict due to 'social-economic upheavals plaguing Nigeria'.

In a study that seek to understand the factors relating to work-life balance, Epie (2006), investigated the likely predictors for the adoption of 'family-responsive' policies in some organisations in Nigeria among HR managers who attended advanced management programme in Lagos. The outcome indicated that 'national culture', legislation, socio-economic environment coupled with labour market situation explained both the presence and absence of some policies. In addition, Akanji (2012), explored the perception of work-life balance practices in a 'developing nation, Nigeria'. Participants were drawn from banking, telecommunications, and insurance sectors. The result showed that due to the existence of conflict in managing work and life domains, participants generated various coping strategies due to 'long legacy of national challenges facing Nigeria'.

In a study by Alutu and Ogbe (2007), studied the work-life balance views of male academic scientists about their female counterparts in Nigeria. The outcome of that study argued that male scientists, who are in the field of pharmacy, medicine, dentistry, and agriculture, realised they need their female counterparts in order to complement their efforts. However, due to the demanding nature of the discipline alongside the demand of bringing up a young family, work-life conflict is experienced. In a related recent study, investigated the challenges and realities of the pursuit of work-life balance among female nurses and doctors from a gendered perspective in Nigeria. The findings revealed that 'a number of' workplace and domestic problems

threatens female nurses and doctors and, in their quest, to balance work and family obligations.

Okonkwo (2012) examined the interference which is strain-based that exist between families and its relationship with work and a feeling of diminished personal achievement among female teachers at the secondary school in Nigeria. The result showed that strain-based family interference with work was positively related to the feeling of reduced personal accomplishment.

These studies provide insight and focus on the concept of work-life balance in Nigeria, however, none of these research highlighted the construction sector, yet; the Nigerian construction industry is unique as a result of its environment, its functions, and the needs and requirements of employees. The growth of industry plummeted sharply until the fourth quarter of 2016 when it grew slightly, (Figure: 2) contributing 3.72% to GDP (NBS, 2018).

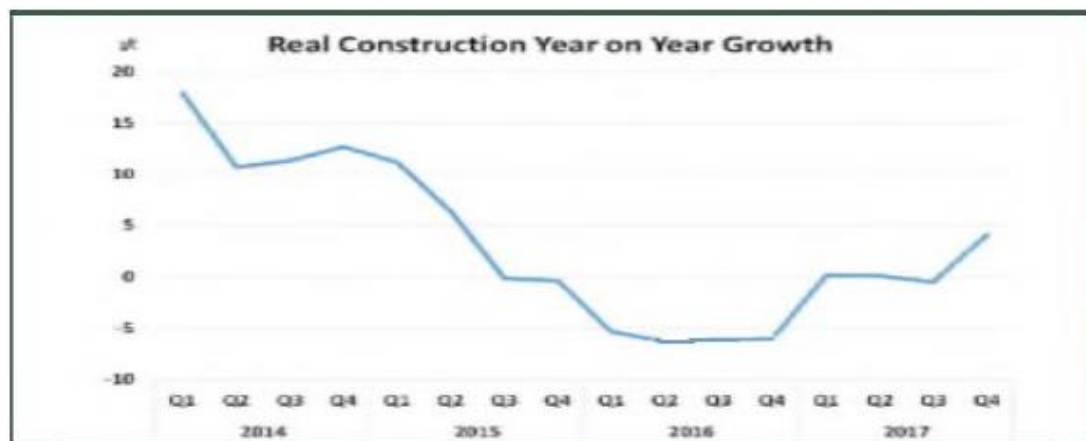


Figure 2: Nigeria's GDP Chart

<http://nso.nigeria.opendataforafrica.org/gwqnrllg/gross-domestic-product>

Lingard & Francis (2009) stressed the demanding nature of work in the construction industry, which affects the life of workers. This can be related to the city of Abuja, Nigeria that is growing and expanding rapidly (Boumphrey, 2010). Due to the government's drive towards infrastructural development, workers in this industry, usually work round the clock to meet the high demand of several construction works that need to be completed on schedule. As a result, workers experience a high level of strain and exhaustion, they become psychologically and physically vulnerable (Orji, Enebe, & Onoh, 2016).

The construction industry is physically demanding in nature, where workers experience a high level of stress, exhaustion and burnout (Bowen, Edwards, Lingard,

& Cattell, 2014). Leading to high turnover rate, absenteeism, and strain. Globally, the construction industry is one of the most hazardous industries due to the unique nature of its products and the processes involved in it. It is one of the industries with very high accident rate. When compared with other labour-intensive industries, the construction industry has historically experienced a disproportionately high rate of disability, injuries and fatalities for its size (Lunt, Bates, Bennett, & Hopkinson, 2008). Due to this poor record of safety, and being one of the most dangerous industries to work in (Agwu & Olele, 2013), it is important to conduct a study on the social phenomenon operating in the industry. In addition, Idoro (2011) claims that accidents and injury rate in many developing countries such as Nigeria is higher than in Europe, US and Australia, and the Nigeria construction industry which has experienced its fair share of industrial accidents, with 54 building collapse between 2012 and 2016 (Nnodim, 2017) alone, workers frequently being confronted with problems, such as extensive work, lengthy working hours (Bowen et al., 2014) long wait for materials and tools, inconsistent operational sites, unhealthy working conditions, lack of identity with the project, and lack of recognition for performance (Ibironke, Adedokun, & Hungbo, 2011).

These uncertainties often boil down to the individual worker who has to devise means of coping with the situation at hand, regardless of the impact it has on the family. These experiences differ from other sectors of the economy. Unlike other studies carried out either in the banking, educational or health sector, the construction industry differs in the sense that employment practices are unstable, there is lack of job security, the work being carried out requires physical strength, most jobs are done in open-air sites, under the heat of the sun, workers usually climb high cranes which are susceptible to falling down.

1.3: RESEARCH GAP

RQ1: Drivers of work-life imbalance in the Nigerian construction industry.

Studies have identified different factors and drivers of work-life imbalance, and these include commuting and burnout (Amponsah-Tawiaha, Annorb, & Arthura, 2016), long working hours (Campbell & van Wanrooy, 2013) employment status and pay (Adedeji, Peter, & Michael, 2017) caring responsibilities and job roles (Sitimina, Fikryb, Ismailc, & Husseinb, 2017). Adisa, Osabutey, and Gbadamosi (2016) conducted their studies on the competing pressures of work demands and family responsibilities among

university lecturers and medical doctors in Nigeria. Amponsah-Tawiah et al. (2016) who conducted their study on the impact of commuting stress and burnout among employees of a range of organisations in Ghana. Adedeji et al. (2017) who conducted their studies on workers employment status, pay and perceived performance among employees of foreign owned industries in Nigeria. These studies are helpful in exploring and gaining insight into drivers of work-life balance, however, the factors identified in different sectors and different countries would not be applicable to the construction industry in Nigeria.

This study seeks to fill this research gap by investigating the factors and drivers of work-life imbalance among workers in the Nigerian construction industry.

RQ2: Organisational initiatives for work-life balance in Nigerian construction industry

Studies have shown the positive impact of organisational family friendly initiatives on workers ability to manage the interface between work and life. For example Shagvaliyeva and Yazdanifard (2014) investigated the relationship and benefits of flexible working arrangements both to employers and employees. Kossek, Dass, and DeMarr (1994) investigated employer-sponsored childcare program among graduates of a leading master's degree program who are working as HR and labour relations field in the US. Kossek, Lewis, and Hammer (2010) examined flexible job design, HR policies, supportive supervisors and climate from employers' perspectives. Kossek, Valcour, and Lirio (2014) highlighted organisational initiatives like flexible work arrangement, employee assistance, and fitness initiatives for employee wellbeing. Zheng, Molineux, Mirshekary, and Scarpato (2015) reported organisational initiatives flexible work arrangement, provision of health and wellbeing programmes, provision of childcare benefits services and provision of leave as required to meet family needs among household members in Australia.

Ollier-Malaterre and Andrade (2016) note that when workers are able to access employer-driven family friendly initiatives, it could increase employee commitment as well as decreased absenteeism and turnover intention. However, when employees experience a reduction in accessing the employer-driven family friendly initiatives, it can affect the effectiveness of such policies (Kelly et al., 2008; Kossek et al., 2010). Having access to organisational policies is one thing and employees' ability to use the policy is another (Kossek, Baltes, & Matthews, 2011). In addition, Haley-Lock (2009) argued that due to inequalities of access, low-level, blue-collar and part-time employees normally have lesser access to employer-driven work-life policies when compared to professionals like managers and other full-time employees.

In recent years, studies have focused on work-life balance in Nigeria and shed more light on work-life balance in a developing country such as Nigeria. For example, Epie (2006), investigated the likely predictors for the adoption of family-responsive policies in some organisations in Nigeria among HR managers who attended advanced management programme in Lagos. Akanji (2012) explored the perception of work-life balance practices in a developing nation, Nigeria. Participants were drawn from banking, telecommunications and insurance sectors. Alutu and Ogbe (2007) studied the work-life balance views of male academic scientists about their female counterparts in Nigeria. Mordi and Ojo (2011) examined the extent to which work-life balance policies/practices are a reality to employees of the banking sector in Nigeria. Mordi et al. (2013) explored the perspective of the concept of work-life balance policies and practices among middle line managers of Nigerian Banks. Epie (2011), tested the impact of work-family policies on organisational performance in a developing country with the employer-dominated labour market. Adisa, Mordi, and Mordi (2014) investigated challenges and the realities work-family balance including awareness, availability and usage of work-family balance policies in the Nigerian health sector. Orogbulu, Onyeizugbe, and Chukwuemeka (2015) reported the impact of organisational leave policy as a motivating factor for employee delivery of effective and efficient service among commercial banks employees in Lagos Nigeria. These studies were very timely in contextualising work-life balance in a developing country context; however, only Adisa et al. (2014) discussed factors associated with availability, access and usage of family friendly policies among workers. This shows a limitation in understanding the issue of availability and access of family friendly initiatives in Nigeria. In addition, the research carried out in the construction sector was limited in considering low-level workers. The construction sector is unique in terms of its working environment, job roles, and employees' needs.

This study addresses this gap and investigates the availability of family-friendly initiatives, and whether workers are able to access these initiatives.

RQ3: Coping strategies and coping resources used by workers in the Nigerian construction industry.

When individuals are faced with challenges of managing the demand of work and their private lives, the literature highlights that individuals tend to display three comprehensive coping strategies, which characterised individual response to a stressful experience. Studies have since emerged, analysed workers' reaction and

response to challenges in managing work-life balance initiatives, and have found a range of coping strategies used (Akanji, 2013; Gaudioso, Turel, & Galimberti, 2017; Livneh & Martz, 2014; Srivastava & Sager, 1999; Xiao & Cooke, 2012). Akanji (2013) explored the coping strategies of workers in the banking industry, call-centres, hotel service staff and car insurance across Lagos metropolis in Nigeria. Gaudioso et al. (2017) explained the impact of techno-invasion on the coping strategies of a large organisation in the US. Livneh and Martz (2014) studied the coping strategies and coping resources among people with spinal cord injury in the US. Srivastava and Sager (1999) investigated the coping strategies and coping resources of salespeople in the US while Xiao and Cooke (2012) investigated social policy, employer strategy, and individual coping strategy among university employees in China. Very little is known of the coping strategies and coping resources by workers in the construction sector in Nigeria.

This study seeks to investigate the coping strategies and coping resources being utilised by construction workers in managing the challenges associated with their pursuit of work-life balance. The next section discusses the justification of the study.

1.4: JUSTIFICATION FOR THE STUDY

This research aims at filling this research gap in the on-going work-life balance discourse through empirical evidence of the strategies of managing work and family responsibilities in the construction sector from a Nigerian perspective.

The construction industry is one of the largest and most complex sectors because it is an amalgamation of several sub-industries (Raiden, Dainty, & Neale, 2014). When compared with work-life initiatives in other international context, the Nigerian government has limited supportive policy or work-life balance (WLB) programmes for Nigerian workers (Adisa et al., 2014). Although the construction industry has similar characteristics around the world, the existence of policy framework which has become law in many European countries has helped to stabilise the impact of these inconsistencies on workers and their families in Europe, America and most western countries. However, the factors and drivers responsible for work-life imbalance within the Nigerian construction industry has not been researched yet. While other researchers have reported on the experiences of workers from other sectors in Nigeria, the organisational family friendly policies and initiatives for work-life balance in the Nigerian construction industry has had limited attention over the years including

what coping strategies and resource do workers make use of, in their pursuit of work-life balance in the Nigerian construction sector.

This empirical study is important because it investigates organisational initiatives and how it affects employees' work-life balance in Nigeria construction industry. This study also provides a unique contribution to the literature and the existing knowledge on WLB research. This study is useful because it contributes to academic, business, and organisational studies and serves as a value for policymakers, construction management and construction practitioners. It will also add value to the limited information which exists for construction companies already operating in Nigeria or wishing to set up business in Nigeria. In addition, it will be beneficial to Nigerian construction stakeholders (including the Federal Ministry of labour and productivity, Federal ministry of works, power, and housing) and the Nigerian government towards developing effective work-life balance policies and initiatives that will benefit employees and employers. As a result, this study will focus on these set of questions.

There is a need for more empirical studies to widen the publicity and close the gap in the literature concerning WLB policies and initiatives from a Nigeria perspective, not least the construction sector. This study contributes to knowledge on work and life, particularly the factors and drivers of WLB, organisational policies and initiatives for WLB and coping strategies and coping resources used by workers in the Nigerian construction sector.

1.5: Research questions

1. What are the factors and drivers of work-life imbalance in the Nigerian construction industry?
2. What are the organizational policies and initiatives for work-life in the Nigerian construction industry?
3. What coping strategies and resources do workers make use of, in their pursuit of a balanced life?

1.6: RESEARCH STRUCTURE

This research is organised as follows and is divided into six chapters:

Chapter 1: This chapter provides an overview of the research and contains an introduction and background of the study which is then followed by the statement of

the research problem. The research gap is discussed and subsequently justification of the research is followed by the research question and outlines the structure.

Chapter 2: this chapter presents the literature review on work-life balance research and its related ideas. This chapter went further to explore the definitions of work-life balance from various scholars and followed by theoretical approaches to work-life balance which is grouped according to resource-based approaches, border-based approaches, exchange-based approaches and coping approaches. The next section of the literature is grouped according to the major themes studied in this research and they include coping strategies and coping resources, factors and drivers of work-life imbalance, organisational drives for work-life balance and then organisational initiatives for work-life balance. The final section in the literature review chapter presents the research gap.

Chapter 3: this chapter presents an overview of the Nigerian construction industry. The nature of the industry is introduced first and then followed by the structure. Major players in the industry are discussed alongside industry analysis. The subsequent sections present an overview of the Nigerian labour market which includes employment contract and conditions of employment in the industry and a table is presented which provides an overview of the population of the sector's employment size. The chapter concludes with the socio-economic impact of the Nigerian construction industry.

Chapter 4: this chapter presents the research methodology which introduced the research methods, followed by the research philosophy, research approach, research design, data collection and research sample. Ethical consideration including validity and reliability is the last section in the methodology chapter.

Chapter 5: this chapter presents key results, findings and analysis of the quantitative data. The chapter started with the statistical results based on the research question which are factors and drivers of work-life imbalance, availability and uptake of organisational initiatives and coping strategies and coping resources.

Chapter 6: this chapter presents key results, findings and analysis of the qualitative data. Results of the data are arranged according to the research questions which are factors and drivers of work-life balance in the Nigerian construction industry, availability and uptake of organisational initiatives for work-life balance and coping strategies and coping resources used by construction workers in the Nigerian construction industry.

Chapter 7: this chapter presents the synthesis and conclusions based on the findings of the research. The synthesis of the research is based on the implication of the research findings according to the research questions while; and the conclusion section presents the study overview and overview of the research findings, possible suggestions for future research work, recommendations and contributions to knowledge.

1.7: CONCLUSION

This study examines organisational policy and initiatives for work-life balance within selected construction companies in the Federal Capital Territory (FCT) Abuja, Nigeria. This chapter presented the foundation and highlighted the details and procedures that was followed in achieving the aim and objectives of this research. This chapter introduced the background of the study, the research objectives, research questions, and a statement of the research problem. The chapter also includes the justification for the research and the research structure. This thesis makes theoretical contribution that will broaden the existing knowledge of work-life balance.

CHAPTER 2: LITERATURE REVIEW

Introduction

The interconnectivity between Work and life has been a subject of considerable debates among scholars. Challenges concerning the relationship, benefits and the inter-relatedness between home and work responsibilities has also been published among scholars from different point of view. The interest in the relationship and/or interface between work and home domain has been ongoing for decades (Kelliher, Richardson, & Boiarintseva, 2019). The longstanding interest in work-life balance – what it is; how to achieve it; what the consequences of a ‘good’ or ‘bad’ work-life balance might be; and how employers might develop policies and initiatives to foster it has also been discussed. Some scholars argue that some of the debates on work-life balance adopted a restricted conception of what ‘life’ entails and is based on a traditional model of work negating recent developments in work and employment relationships.

Furthermore, very little is known about work-life balance in the construction industry from an emerging economy perspective. Most of the studies conducted on work-life balance were based on the perspectives of developed economies; including the measures used in these studies, designed in developed economies which may not be applicable in other contexts. This study therefore intends to fill these gaps in the literature by investigating policies and initiatives of work-life balance in some selected construction companies in Nigeria, with a view to understanding the experiences of construction workers while they navigate the challenges posed by the demand from home and work responsibilities.

This chapter introduces some of the key literature relevant in the understanding the role that construction workers play and the challenges they face day in, day out. In specific terms, the chapter commenced with the definitions of work-life balance and thereafter discusses concepts that will be useful in understanding some theoretical approaches to work-life balance. Factors and drivers of work-life imbalance and organisational initiatives for work-life balance. The chapter concludes with a summary.

2.1: DEFINING WORK-LIFE BALANCE.

Work-life balance is considered as an individual's ability to balance between two different roles which are work and family and how such balance brings satisfaction to the life of the individual (Shaffer et al., 2016). Work-life balance determines how much time an employee has to be able to balance family and work demands. When an imbalance occurs, usually it is either individuals have been unable to balance the two spheres or they lack the strategy or resources to manage the demand from either domain. Either way, the relationship between work and non-work time has been subjected to a considerable attention, research and scholarly publications. Academics have debated what work-life balance is, how it is to be achieved; what the repercussion of a positive or negative work-life balance; and how employers of labour can develop family-friendly initiatives to foster it (Kelliher et al., 2019).

Work-life balance as a phenomenon, connotes different things to different people depending on the context being used (Sirgy & Lee, 2018). Employees may consider work-life balance as the ability to successfully navigate and attain a balance between work engagements, family commitments and other responsibilities that are non-work in nature and activities (Sirgy & Lee, 2018). This definition integrates both employees and other responsibilities including activities outside of family commitments. It also recognizes employees' desire to find a healthy relationship and therefore a more sustainable balance between their roles and responsibilities, regardless of their marital and or parental status. This may not mean apportioning the same level of energy and time both to work and non-work demands, but permitting employees some level of flexibility as to when, where and how they work (Skinner, Cathcart, & Pocock, 2016) which may result in the absence of conflict between work, non-work activities, and caring duties or parental responsibilities.

There is no universally acceptable definition of work-life balance. Torrington, Taylor, Hall, and Atkinson (2011) suggested that much of the disparity in definition depends on the 'frame of reference of the individual'. They suggest that work-life balance is subjective because its meaning or interpretation can vary according to age, interest, value, personal circumstance, and personality of each individual. In addition, Guest (2002) state that what may bring an element of subjectivity in defining work-life balance is the variance of the construct which depends on the circumstances of the individual. For example, in his definition of work-life balance, Guest (2002) said work-life balance is a 'perceived balance between work and the rest of life'. This implies

that for some, work-life balance means spending long hours at work and fulfilling career demands and for others, 'perceived balance' will also mean spending less time at work in pursuit of something they enjoy outside of work.

Koubova and Buchko (2013) define work-life balance as the harmonious interface between different life domains. The notion of peaceful existence offers a different perspective indicating that work and life domain can be integrated together rather than compete. Ong and Jeyaraj (2014) suggest that the domain of work and life can complement each other rather than conflict with each other. This suggestion connotes that being successful at work may contribute to being successful in life. The term 'work' here appeared to mean paid employment or any engagement that is rewarded thus neglecting another aspect of work that is not equated with monetary reward.

Lee, Elke, and Dobson (2009) defined work-life balance as a work environment which allows parents, single adults and couples who do not have children, either by choice or circumstance to participate in multiple roles. They further state that beyond the individual being able to accomplish these responsibilities (work and life) in multiple roles, the individual should be fulfilled in all roles he /she is involved in. This perception further highlights the earlier definition by Koubova and Buchko (2013) stating the possibility of a harmonious co-existence between work and life domains. The definition by Koubova and Buchko (2013) appears to suggest that the individual who controls the two domains thereby creating a harmonious working environment, Lee et al. (2009) appears to suggest that the harmonious environment is created and individuals fit into it depending on their circumstances.

Haar, Russo, Suñe, and Ollier-Malaterre (2014) defined work-life balance as an individual's perception of how well life roles are balanced. This definition places the choice for the pursuit and attainment of work success and leisure in the hands of the individual.

Greenhaus, Collins, and Shaw (2003) defined work-life balance as the extent to which individuals are equally engaged in and equally satisfied with work and family roles. This definition stresses the importance of 'equality' in managing both domains if 'balance' is to be achieved. Engagement in and satisfaction with work and 'family' roles relates to mutual interaction between these roles. For family, roles can only be applicable to workers who have families and need to balance between them. This, therefore, excludes workers who are not family members or who may not have such demands. For Greenhaus et al. (2003), the extent to which individuals are equally

engaged in and equally satisfied with work and family roles include time balance (equal time devoted to work and family) involvement balance (equal involvement in work and family) and satisfaction balance (equal satisfaction with work and family). Simosi (2012) argued that Greenhaus, Collins, and Shaw (2003) definition has restricted the meaning of family as the emphasis is placed on the aspect of the employee's non-work life. Simosi (2012) defined work-life balance as the way in which work that is done either on the job or at home and relaxation time into balance to live life to its fullest.

Mas-Machuca, Berbegal-Mirabent, and Alegre (2016) defined work-life balance as any type of activity conducted out of work, be it leisure, while having time for the family or others that both men and women might enjoy.

Munn, Rocco, Bowman, and van Loo (2011) define work-life balance as 'how individuals choose to prioritize their work, family, individual, and community responsibilities'. The pursuit of work-life balance is viewed as a matter of choice for the individual. When the individual places work as a priority, then the individual will only gain satisfaction when work-related responsibilities are fulfilled. For Munn et al. (2011), the notion that work-life balance is individualistic needs to be supported. Because the achievement of balance is influenced by the choice individuals make even when the initiatives on work-life balance seem to focus on strengthening organizational culture, its usability can be found in the meaning and purpose people find in their work, family, individual and community roles.

Bell, Rajendran, and Theiler (2012) define work-life balance as the degree to which an individual can simultaneously balance the emotional, behavioural and time demands of both paid work, family, and personal duties.

These definitions present the pursuit of balance between work and life as the responsibility of individuals and a subject of choice and perception. The attainment of such depends on the individual to take responsibility for managing personal fulfilment, work fulfilment, and family fulfilment. It is, important to note that work-life balance initiatives in organizations are aimed at creating a harmonious relationship between work responsibilities in a way that employees are able to balance work and other responsibilities, aspirations without conflict regardless of their age, gender, or race. The next section looks at work, life and balance as separate constructs.

2.1.1: Definition of work, life and balance as separate constructs

Scholars have raised issues with these definitions in relation to what is work, life, and balance and how these three components integrate. Wheatley (2012)'s definitions stress that the word 'work' in the context of work-life balance connotes paid work. 'Life' is referred to as non-work-related actions also known as, 'free time spent in leisure engagement and family time. For Casper, Vaziri, Wayne, DeHauw, and Greenhaus (2018) the word 'work' in the context of work-life balance referred to the time and energy which an employee that is contracted expends for a reward which is usually financial, to a third party while life is considered the rest of life after work.

The term 'balance' in relation to work-life balance, Casper et al. (2018) suggest that defining balance as allotment of 'equal weight to work and non-work activities' is a contradiction because, in a broad sense, it is a perception of satisfactory weighting between work and non-work related roles.

According to Budd (2012) work, although being considered as paid labour, can also be defined as any human activity undertaken purposefully, physical or mental in an effort not only for economic gains but for pleasure or symbolic value. Munn (2013) considered the term work as providing the material wherewithal for life and well-being. This symbolizes the dependent nature of 'life' on 'work' if 'balance' is the target. According to Wheatley (2012), work in the context of work-life balance connotes paid and unpaid work carried out for an employer. Work can be viewed from different perspectives and the table below shows other ways work has been viewed as adopted from Budd, (2011).

Work as

1	A curse	An unquestioned burden necessary for human survival and maintenance
2	Freedom	A way to achieve independence from nature or other humans and to express human creativity
3	A commodity	An abstract quantity of productive effort that has tradable economic value
4	Occupational citizenship	An activity pursued by human members of a community entitled to certain rights
5	Disutility	A lousy activity tolerated to obtain goods and services that provide pleasure
6	Personal fulfilment	Physical and psychological functioning that ideally satisfies individual needs
7	A social relation	Human interaction embedded in social norms, institutions, and power structures
8	Caring for others	The physical, cognitive, and emotional effort required to attend to and maintain others
9	Identity	A method for understanding who you are and where you stand in the social structure
10	Service	The devotion of effort to others, such as God, household, community or country

Table 1 Definition of work. Adopted from Budd 2011

Margulis and Sagan (2000) defined life as the business of maintaining existence. Within the work-life balance debate, life can be defined as the conditions of daily living which either promote or interfere with people's health and wellbeing. Eikhof, Warhurst, and Haunschild (2007) argued that reducing life to caring responsibilities is a crude generalization which negates the purpose of life itself. Although caring responsibilities have continued to be a major part of people who choose to have families, the generalization of the term which is limited by nature, having side-line people without families and or single parenthood, needs to be addressed. In the debate, life is equated as existence outside of paid work or any formal engagement which generates a reward. Scholars maintained that the debate should be about balancing between any engagements whether formal or informal.

Frone (2003) defines balance as the absence of conflict between work and life domains. When there is a lack of conflict or the absence of any interference between work and family roles. Balance and conflict according to Frone (2003), are separate constructs which coexist concurrently without one spilling into the other. (Lee et al., 2009) defines 'balance' as the capacity to maintain involvement in friendships, activities, sports, participating in a religious community and volunteering.

McMillan, Morris, and Atchley (2011) defined work-life balance as the extent to which an individual is equally engaged in and equally satisfied with, his or her work and family roles. An unencumbered existence is a balanced existence where the individual is able to maintain both personal and professional existence without any of the domains affecting the functionality of the other. McMillan et al. (2011) further explain that measuring balance has been indeed difficult due to the inconsistency in defining the term, which has posed a great challenge for scholars. Historically, the measurement of balance has been based on an individual's assessment and priorities which had limited the understanding of balance because of the individuals' limitation.

(Greenhaus et al., 2003) presented three categories of measuring balance which include time, involvement and satisfaction balance in work and family responsibilities. Time balance- referred to the time devoted to work and family roles equally. Involvement balance- referred to mental efforts and presence applied in carrying out responsibilities both at work and home. Satisfaction balance- referring to fulfilment derived while carrying out work and family responsibilities.

The next section discusses theoretical approaches to work-life balance

2.2: THEORETICAL APPROACHES TO WORK-LIFE BALANCE

There are different approaches to work-life balance through which the discourse has been viewed and analysed. These approaches have been categorised into three in this study, and they are, category (A) Border-based approaches, (B) Resource-based approaches, and (C) exchange-based approaches.

2.2.1: Resources-based approaches

In this category, approaches reviewed are conservation of resources theory, resource depletion theory, and Job-demand resources theory and demand- control model.

2.2.1.1: Resource Depletion theory

Resource depletion theory states that each person has a fixed amount of physical and psychological resources and can, therefore, satisfy different life domains only partially. This theory otherwise called the scarcity hypothesis, (Lyness & Judiesch, 2008) suggests that people have some degree of time, energy, and other resources in a way that their involvement in one role will usually result in limited resources that are available for other responsibilities which leads to inter-role pressure, conflict and reduced performance in those other responsibilities.

According to Koubova and Buchko (2013), depletion theory is a simultaneous occurrence of two or more sets of pressures, such that compliance with one would hinder compliance with another. The basis for this argument stems from the fact that a balanced employee is one who is expected to be more involved in a family role (Ralph, Onderwater, Thomson, & Smilek, 2017), thus having less time or less resources for work, than an employee who is more exclusively focused on work (Koubova & Buchko, 2013). Due to fixed amount of resources an individual may have, negative relationship between family life and career advancement may ensue as a result of the constant demand from such resources.

Resource depletion theory makes an unambiguous prediction stating that any influence which increases the demand from employees' allocated task will generally lead to higher tendencies where performance decreases. This is because an increase in difficult tasks depletes resources faster. Thus from this theoretical perspective, task breaks, like rest in the form of daily breaks, flexibility and more enhances benefits on

performance because they provide an opportunities for information-processing resources to replenish (Helton & Russell, 2017).

2.2.1.2: Conservation of resources theory

According to Ragsdale and Beehr (2016) & Hobfoll, Halbesleben, Neveu, and Westman (2018) job demands threaten one's resources and over time, prolonged exposure to such demands will result in strain in the form of emotional exhaustion, which is a core dimension of burnout. People will attempt to minimize net resource losses, but in a work setting, the rate at which work demands use up employee resources is typically greater than the rate the resources are replenished.

Conservation of resources theory (COR) according to is a comprehensive theory that is based on the central tenet that people strive to obtain, build, and protect that which they value (e.g., resources). Psychological stress occurs when these resources are lost, threatened with loss, or if individuals fail to replenish resources after significant investment. Resources may be objects, personal characteristics, conditions and energies. A cycle develops where these resources are put to use and are replenished when fully utilised. Hobfoll (1988) developed COR as an alternative to other stress models, which he criticized as not having the predictive capability. For example, other scholars depict stress as a physiological reaction that occurs when the body is threatened by environmental challenges. However, (Hobfoll, 2011) argues that by explaining stress in terms of outcomes, it becomes difficult to identify the cause of stress. COR emphasizes the nature of one's environment, both objective and socially interpreted in determining the stress process (Hobfoll, 2011), rather than solely the outcome of stress or the individual's cognitive appraisal of stressors.

Hobfoll et al. (2018) proposed four important principles of the COR model. The first is that resource loss is overly more noticeable than resource gain. This proposition explains where negative events appear to provoke physiological, affective, cognitive and behavioural responses than neutral or positive events. The second major principle of COR emphasizes the importance of resource investment stating "People must invest resources in order to protect against resource loss, recover from losses, and gain resources" (p106). the third principle states that resource gain increases in salience in the context of resource loss. Meaning that when resource loss circumstances are high, resource gain becomes more important because they gain in value due to its importance. In addition, those with greater resources are more

capable of resource gain and those with limited or fewer resources are more susceptible to resource loss (Chen, Westman, & Hobfoll, 2015). The fourth principle is called the desperation principle. It states that when individual' resources are outstretched or exhausted, people enter into defensive mode in order to preserve self which is often defensive, aggressive, and may become irrational.

2.2.1.3: Demand Control Model (DCM)

This model is used to explain employee well-being in the context of high job demands. The demand-control model (DCM) posits that strain will be highest in jobs characterised by the combination of high job demands and low job control. Based on two assumptions (1) the combination of a high job demand along with low job control triggers psychological and physical strain. (2) Jobs in which both demands and control are high produce well-being, learning and personal growth.

The DCM has gained prominence in the literature despite the limitation of empirical evidence to support its position (Bakker, van Veldhoven, & Xanthopoulou, 2010). For example Bakker and Demerouti (2018) claim that additive effects of job demands and job control on employee wellbeing and motivation have often been found, but many studies failed to produce the interaction effects proposed by the DCM.

Critics of the model argue that the DCM is too simplistic and fails to capture the complexity of the work environments. The central premise of the DCM being high demand associated with jobs and workers lack resources to control or cope with job demand has been challenged stating that social support from colleagues or superiors may also play an important role.

2.2.1.4: Job demand-resources model (JDR)

The central proposition in the JDR model is that different job demands, and specific job resources determine employee wellbeing. The JDR model propose that the combination of high demands and low resources brings about burnout, whereas the combination of high demands and high resources brings about the highest level of motivation (Bakker & Sanz-Vergel, 2013). The model focuses on positive and negative indicators of employee well-being and this is sub-divided into two – Job demand & Job resources. (1) Job demand is the physical, psychological, social and organisational aspect of the job that requires sustained physical or mental effort. (2) Job resources are physical, psychological, social and organisational aspects of the

job that are (a) functional in achieving job goals (b) reduce job demands and the cost involved (Xanthopoulou et al., 2007).

The JDR model is an extension of the demand control model in its claim that several job resources like workers skills, performance feedback, and learning opportunities, do interact with several different job demands like work overload and emotional demands in producing employee wellbeing.

In addition, the JDR model extends the demand control model with its emphasis on the unique role of job resources as the main predictors of motivation and outcomes that are related to learning. The JDR model extends a bit further and propose that job demands are the main causes of job strain, whereas job resources are the main causes of motivation at work, learning, commitment, and employee engagement. Also, in a consistent way, job resources serve mainly in moderating engagements while strain serves as the dependent variable. In this case, job demands serves as the main predictors and as predictors in interactions with motivation and learning as the dependent variables and here job demands are the moderators.

This position was further developed by Rantanen, Kinnunen, Mauno, and Tillemann (2011) by introducing four typologies of balance which includes beneficial, harmful, active and passive balance.

The presence of work-nonwork enhancement and the absence of work and nonwork conflict leads to beneficial balance which facilitates wellbeing. These experiences occur when the resources that are provided and the gains achieved as a result of participation in multiple roles supersede the demands that come with those roles. Harmful balance on the other hand, refers to the conflict experienced with work-nonwork roles and the absence of work-nonwork enhancement which constitute stress and wellbeing because the demands of the roles supersede the benefits that these roles provide. Active balance according to Rantanen et al. (2011) involves when individuals are highly engaged in their roles by choice and by necessity. By choice because they possess the will to succeed and achieve happiness in different spheres of their lives. By necessity because of the high demands of upon them from their different spheres of life. Passive balance involves when individuals experience the absence of work-nonwork conflict which indicate low engagement due to low enhancement across both work and life roles.

2.2.2: Border-based approaches

The theories categorised as border-based theories include the work-family border theory and Spillover theory.

2.2.2.1: Spillover Theory

Spillover theory is one of the most prominent theories within the work-life debate. The theory postulates the conditions under which Spillover between the work microsystem and the family microsystem is positive or negative. When work-family interactions are rigidly structured in time and space, then Spillover in terms of time, energy and behaviour is generally negative.

Spillover theory, although originally postulated by Guest (2002), Pecci, Van De Voorde, and Van Veldhoven (2013); Staines (1980) further added some dimensions such as Spillover of mood, value, skills and behaviours from the work role to non-work role. Its core principles and stance stating that individuals would normally transfer emotions, attitudes, skills and behaviours from work into their personal life and vice-versa unknowingly (Walia, 2012). An individual's experience with work-related role affects the experiences in their non-work role. These experiences can be either positive or negative. Positive and negative Spillover indicates the benefits or shortcoming of the interdependent relationship between work and non-work domains. Positive Spillover can be referred to, as a condition where the fulfilment attained in one domain is reallocated to and seen in the other domain while negative Spillover on the other hand, is a condition where challenges and unhappiness experienced in one domain is also reallocated to and seen in the other domain. The theory states that work and life are interdependent upon each other, influencing each other. Pecci et al. (2013) suggest that the properties of Spillover theory are that personal and professional life intermingle, and they have either a positive or a negative effect on each other. Workers, therefore, experience conflict when their work responsibilities become interrelated with their non-work responsibilities.

According to Abioro, Oladejo, and Ashogbon (2018), the Spillover theory is specified in such a general way it has little value. Therefore, the Spillover theory is sometimes referred to as the generalisation theory. Furthermore, Guest (2002) argues that Spillover theory is indeed useful when detailed propositions about the nature, causes and consequences of Spillover are identified for the specific study. (Abioro et al., 2018) argue that although Spillover is usually seen in a positive or negative light, they can both coexist.

2.2.2.2: Border Theory

Clark (2000) presented work-life border theory as a dimensional approach on work-life balance, which explains how individuals negotiate between their work and family spheres and the borders between them to attain balance. The theory focused on the idea that work and family are different spheres that influence each other.

The theory states that work and family are influenced by three aspects that frame the borders: physical, temporal, and psychological (Clark, 2000). The physical border such as the walls of the workplace and walls in home is the actual place where work or family activities are conducted, where the behaviour related to that sphere takes place. The temporal border refers to the sets of working hours, which is divided into when work responsibilities are carried out and when family related responsibilities are carried out. The psychological borders are set of rules created by the individual and is used to differentiate between work and family. These rules control the thinking patterns, behaviour patterns and emotions that are right for one sphere and not the other. Abioro et al. (2018) further clarified that under the idea of permeability, physical and temporal borders experience interruptions when individuals constantly cross the borders daily and often multiple times during the day, which shapes and influences the other sphere.

The theory addresses the issue of border crossers between spheres of life, especially the spheres of home and work. It lays emphasis on aiding performance and functioning at both spheres (Abioro et al., 2018). According to this theory, the flexibility and permeability of the boundaries between peoples work and family lives will affect the level of integration, ease of transitions and the level of conflict between these spheres. Boundaries that are flexible and permeable facilitate integration between work and home sphere. When they are relatively integrated, the transition is easier, but work-family conflict is more likely. Conversely, when the spheres are segmented, a transition is more effortful, but work-family conflict is less likely.

2.2.3: Exchange-based approaches

In this category, the approaches reviewed are social exchange theory and leader-member-exchange theory.

2.2.3.1: Social Exchange

Social exchange assumes that people participate in exchange behaviour because they think their reward will justify their cost just like the case of economic exchange (Kim, Aryee, Loi, & Kim, 2013). This theory states that If people perceive their reward is below their cost of investment, they will withdraw their transaction. Social exchange deals with social costs that are intangible, and other benefits like love, respect, and knowledge. Although dealing with a reciprocal relationship, Social exchange has no guarantee of a reciprocal outcome because the relationship is not defined by a set of rules or agreements that conduct the interaction. Due to lack of explicit rules and regulations, people have to rely on trust in the cooperative behaviours to justify their expected benefits from the exchange (Kim et al., 2013). Unlike the economic exchange which involves a transaction; the social exchange requires trust. Trust that a superior will do what has been promised employees, trust is a key element in the emergence and maintenance of social exchange theory (Costa, Fulmer, & Anderson, 2018). According to Blau (1964), trust such as loyalty and commitment provide the bases for social exchange. Therefore, trust is a key element in the emergence and maintenance of social exchange relationships (Yan, Wang, Chen, & Zhang, 2016).

Although a unified definition of trust in social relationships remains elusive, scholars researching trust in teams largely recognize trust as a psychological state which is influenced by the interrelations between expectations, intentions, and dispositions (Fulmer & Gelfand, 2012). Trust is defined as *'the willingness of a party to accept vulnerability to the actions of another party, with the expectation of trustworthiness'* (Costa et al., 2018). The expectation that the other party will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party' (Birtch, Chiang, & Esch, 2016). *Here, positive expectation of trustworthiness refer to perceptions, beliefs, or expectations* about intentions, motivations, and behaviour of the trustee(s) (Fulmer & Gelfand, 2012). A willingness to accept vulnerability refers to suspension of uncertainty by assuming that another's actions would be beneficial, favourable, or at least not detrimental (Möllering, 2013). A suspension of uncertainty is the hallmark of social relationships and most certainly in the relationship between a manager and his subordinates. When employees trust their supervisors, they may have confidence in that they can achieve better long-run outcomes with cooperative behaviour (Byun, Dai, Lee, & Kang, 2017). Interpersonal relationships are significant to all social interactions which requires cooperation and interdependence. In the course of exchanges in human relationships, trust inspires

the cooperation that exists and enhances the goodwill disposition which helps preserve the relationship (Costa et al., 2018).

This is because social exchange theory is underpinned on the idea of people participating in exchange behaviour on a daily basis and through that nurturing an expectation of reciprocation from either party. Workers expect a reward for the efforts they put in, and that the reward will justify their cost. The same applies to the management of the company and supervisors who expect that workers will reciprocate the gesture of organisational policies and initiatives by being dedicated to handling their assigned roles. The next section discusses leader-member exchange theoretical approach.

2.2.3.2: Leader-Member Exchange (LMX)

This theory refers to the significance of a leaders' role in determining their subordinates' performance as well as work attitudes. LMX is based on social exchange theory where workers seek to reduce the costs and increase benefits of the exchange process (Saeed, Waseem, Sikander, & Rizwan, 2014). Individuals will usually assess to see whether the rewards derivable from the relationship outweigh costs, in which case the relationship is likely to continue. The theory states that most leaders endeavour to establish exchange relationships with workers and that the quality of the relationship is continuous. Exchange relationships are usually referred to as an "in-group" relationships, which means that workers or subordinates who are able to access unhindered access to supervisory support, information about the job, better job freedom and higher job performance evaluations (Riggs & Porter, 2017). On the other hand, the workers and subordinates who are lower in the relationship spectrum, are referred to as an "out-group" and their relationship are defined as more of a contractual relationship in which they follow rules, policies and procedures (Kim, Han, Son, & Yun, 2017).

According to the Leader Member Exchange (LMX) theory, the positive behaviours of leaders has the capacity of creating indebtedness among workers in a way that it creates a favour exchange (Li, Sanders, & Frenkel, 2012). This favour exchange leads workers to the feeling of not only indebtedness, but trust, competence, having a sense of control on organizational resources, and satisfaction in an increased fashion (Li et al., 2012). Zhao, Liu, Li, and Yu (2019) suggest that a high-quality member-leader relationship can motivate employees and positively influence their performance. Zhao et al. (2019) also explored the many possible constructive

outcomes of high-quality relationships between members and leaders, including organizational commitment being satisfied, with the supervisor being satisfied with their job and the frequency of workers promotion.

Zhou and Schriesheim (2010) identified 14 sub-sets of the LMX theory which includes trust, support, latitude/ discretion, liking/affect, loyalty, obligation, influence, supervisor's attention, respect, employee contribution, extra-contractual exchange, consideration, information and communication. In contrast, (Liao, Wayne, Liden, & Meuser, 2016) measured the LMX theory using four dimensions, which includes effect, loyalty, contribution and professional respect.

Strukan and Nikolic (2017) drawing from the social exchange theory suggested that workers experiencing a high level of LMX with their leaders may feel obligated to improve their performance, which in turn will result in a favourable organisational consequence.

2.2.4: Coping approaches

Coping is defined as the mental and behavioural actions taken to mitigate specific external or internal stresses assessed as taxing or exceeding available resources of the individual (Biggs, Brough, & Drummond, 2017). Internal demands refer to those personal desires like the need for achievement or the need for fame while external demand are the demands foist by external environment like job requirements, social pressures and parental expectations. Internal and external demands are disruptive occurrence so long as they are beyond the individual's resources to manage them. Coping theory focuses on how the individual respond to these disruptive occurrence taking into consideration the resources they may possess (Bhattacharjee, Davis, Connolly, & Hikmet, 2018; Biggs et al., 2017). Stanisławski (2019) therefore defined coping as an individual efforts in managing distressing problems and emotions affect the physical and psychological outcomes of stress.

According to Lazarus and Folkman (1984) an individual's coping response is based on two stage cognitive appraisal known as the primary and secondary appraisal process. The primary appraisal involves the process of evaluating the disruptive events in terms of an expected consequences and personal significance. Although some individuals may view disruptive event as an opportunity for personal or career growth, other individuals may view it as a threat and a potential loss of position, power and control. The secondary appraisal process involves individuals' evaluation of how

they can control or manage the disruptive experience considering the resources at his or her disposal.

2.3: FACTORS AND DRIVERS OF WORK-LIFE BALANCE

This section discusses the factors identified as drivers of work-life imbalance. These low pay, job roles, long working hours, physical and emotional exhaustion, job relocation and family separation and caring responsibilities.

2.3.1: Pay and reward

Researchers have reported studies on the impact of pay on employee job satisfaction. Apart from helping people to achieve and obtain their basic needs, salaries work to satisfy employees' higher-level needs. Robbin, Odendaal, and Roodt (2003) states that employees will look for payment systems they believed to be fair, definite, and aligned with their expectations. Employees experience if the payment system is equitable, equal with the job demands, employees' individual skill level and in line with government regulations. Pay has always been one of the most sensitive issues in employment relationships. Organisations differ in their application of pay system, some organisations use performance-based pay system, which ties employee rewards with output while other organisations use fixed pay system. The performance-based pay system has been advocated more than the fixed-pay system as an efficient strategy in promoting desired work attitude and performance, as well as the reduction of labour cost, because performance-based pay system comes with performance evaluation which creates a competitive environment among workers. Performance-based pay system is seen as a means of improving employee output because rewards are based on the performance of the employee rather than the fixed pay system which is rigid reward in nature and non-discretionary, does not vary according to performance or the results of the output of the employee (Madhani, 2011).

According to Martono, Khoiruddin, and Wulansari (2018), a remuneration is a form of payment for work which includes the basic wage or salary, supplementary cash payments, such as shift and overtime pay, and benefits in kind. Čech, Yao, Samolejová, Li, and Wicher (2017) state that remuneration is the financial and non-financial rewards undertaken by an employer for the time, skills and efforts contributed by the employee having carried out the job that was allocated leading

towards achieving organisational objectives. The concept of pay wage or salary is occasionally used as more or less having the same meaning as remuneration. Payment is monetary benefits or 'money', and it has been widely used by employers to motivate their employees. Reporting from an employee survey, Rony, Suki, and Chowdhury (2017) assert that employees relate their lack of job satisfaction to low pay. In a related study conducted among employees of oil and gas companies in South East Asia, it was revealed that the payment or monetary reward was one of the most common concerns among employees. In an exit interview conducted among employees who left the services of their companies, Rony et al. (2017) reported that company policies and the payment system were the main reasons for their departure. Although research on the impact of pay on employee job satisfaction and performance appears limited, however, Adedeji et al. (2017) suggested that pay alone improves worker satisfaction or reduces dissatisfaction. In a study among UK academics, Oshagbemi (2000) reported a statistically significant relationship between pay and their level of job satisfaction. The implication of pay on the performance of employees and satisfaction means that the lack of adequate pay or insufficient reward from the perspective of the employees might result in imbalance.

Organisations make use of numerous ways of motivating, and rewarding their employees (Asaju, 2017). The importance of rewards system as means of motivating workers in the workplace has long been established, particularly because it is an effective way of reducing workers' burnout. Workers usually engage in an exchange between them and their organisation and consciously or unconsciously measure their contributions towards the achievement of organisational goals with the rewards offered to them afterwards. Workers' perceptions about the reward they receive from their organisation goes a long way in influencing their attitudes towards the organization and how they eventually show commitment on their jobs. Thus, rewards are considered essential in the relationship between employers and their workers. The efficacy of different forms of reward has been discussed in the literature, and organizations usually adopt both financial and non-financial rewards in order to boost their workers' motivation and increase their commitment depending on specific organizational contexts. Debates on the best way to reward employees in order to achieve organizational goals. Financial rewards are usually viewed as the most viable forms of incentive that motivate employees towards increased commitment and performance of their jobs. The emergence of studies like (Adams & Hicks, 2000; Hicks & Adams, 2003; Pelligra & Reggiani, 2019) which challenged these views, suggest that the best-paid employees may not necessarily turn out to be the most engaged or

highest performing, and therefore monetary rewards may not be the most effective way of motivating employees. The next section discusses job roles

2.3.2: Job roles

In this section, role overload, job satisfaction and job satisfaction is discussed.

2.3.2.1: Role overload job satisfaction

Role overload has often been linked with role stress in the workplace by researchers and it has also been associated with role conflict and role ambiguity (Jensen & Van De Voorde, 2016). While role conflict and role ambiguity has been studied extensively, role overload has had very limited attention in terms of research. According to Wu, Hu, and Zheng (2019), a person who undertakes many roles may need to display various behaviours that will aid the actualisation of the requirements of such role in an organisation. The outcome of this juggling between multiple roles results in the experiences of role conflict which has to do with when an individual is faced with two or more role expectation and they cannot meet the expectations at the same time. According to Shantz, Arevshatian, Alfes, and Bailey (2016) role overload can be referred to as workers' perception of being unable to carry out an assigned task effectively because of time limitations. Role overload usually occurs when an employee faces a challenge in performing his or her professional responsibilities which are disproportionate and cannot possibly be completed within the time available (Jensen, Patel, & Messermith, 2013). Role overload has also been defined as occurring when an individual is unable to complete his or her obligations, which are not at the level of the required competence that needs to be achieved only if other duties were not demanding for the workers' time and effort (Kimura, Bande & Fernandez-Ferrín 2018). This feeling of inadequacy has the potential of impacting the workers' wellbeing negatively thereby leading to a lack of satisfaction in the workers' job.

Job satisfaction has been widely studied and has a long history of research. In 1924, Elton Mayo and his colleagues first conducted job satisfaction research at the Western Electric Company in the United States of America and produced what is now known as the Hawthorn studies. The rationale behind the Hawthorn studies was to determine the effects of observation on employee output Job satisfaction has become a vital concept within workplace research.

The interest in individuals' self-perception of their well-being has grown. Scholars have identified, debated and to some extent, agreed on a number of determinants, antecedents and consequence of job satisfaction. These include the relationship between job quality and job satisfaction, the influencing impact of managerial relationship over employees' job satisfaction. The impact of organisational, supervisory and co-worker support on employee job satisfaction (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016; Yoon, Probst, & DiStefano, 2016) and of recent the categorisation of job satisfaction into three; individual characteristics, working conditions and pay . Benefiting from a stable and adequately paid job which offers career opportunities are all factors that lead to job satisfaction. However, in situations where employees experience a diminished or low job quality, a low or unfavourable managerial relationship, a non-existent organisational, supervisory and co-worker support, increased lack of job security, and other factors such as strenuousness and long working hours, all make for a lack of job satisfaction.

Job satisfaction is an individual's positive affective attitude towards their work. Griffin, Hogan, Lambert, Tucker-Gail, and Baker (2010) considers Job satisfaction as an effective response by an employee concerning their job which results from a comparison of their expected, wanted, and needed outcomes with the actual. Job satisfaction is subjective, an individual-level feeling which reflects the extent to which a person's needs are being met by his or her job (Brown, Charlwood, & Spencer, 2012). Haar et al. (2014) state that job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. The importance that job satisfaction exert on employee performance which has been largely reported in the literature emphasized the positive effect it has on job performance (Lu, Cheng-Chieh-Lu, Gursoy, & Neale, 2016) organisational performance , employees' self-efficacy and motivation lower absenteeism, enhanced creativity, positive relationship and lower turnover intention (Tenney, Poole, & Diener, 2016). Simply put, job satisfaction is the extent to which individuals like their jobs. Although these definitions relate to the employee, other definitions included interactions with the workplace. Job satisfaction is defined as an outcome of the interaction between the employee to their work environment and their job (Yeh, 2013). Wilson, Squires, Widger, Cranley, and Tourangeau (2008) stated that job satisfaction is the degree to which an employee's needs are currently accomplished. In contrast, (Tourangeau, Hall, Doran, & Petch, 2006) identified job

satisfaction as an employee's persistent positive and negative attitudes and feelings towards their work and organisation.

Wang and Weststar (2015) suggest that, in order to assess the attitudes and perceptions of employees, several aspects of job satisfaction and the factors that can affect the job quality and productivity need to be considered. Studies have focused on the factors affecting job satisfaction which include the job environment and organisational support, empowering employees in decision making, turnover intention (Joung, Goh, Huffman, Yuan, & Surles, 2015; Tenney et al., 2016), and demographic variables, such as age, experience and nationality (Lillo-Bañuls, Casado-Díaz, & Simón, 2018). Since job satisfaction is a global concept determined by several factors, (Lillo-Bañuls et al., 2018) suggest they can be categorised into three groups: individual characteristics, pay, and working conditions.

Demographic characteristics are sources of variation in job satisfaction. These include age, qualification level, gender, and tenure. For example, workers with different qualification levels have diverse knowledge and viewpoints, which impacts their job satisfaction (Lillo-Bañuls et al., 2018). Job satisfaction tends to be gender-based, as men value extrinsic factors more, such as salary, and women are more likely to seek intrinsic factors, such as job security (Yu, 2014). An employee's tenure, or the number of years of experience, can also influence their job satisfaction, and job satisfaction can be influenced by their tenure through their different experience (Lillo-Bañuls et al., 2018).

Pay is recognized as an important predictors which influences job satisfaction for employees (Lillo-Bañuls et al., 2018). Working conditions are sometimes referred to as extrinsic factors as they are organisational factors which are outside of the individual and are generally regarded as the primary sources of job dissatisfaction (Yeh, 2013).

Drivers and factors of work-life balance are elements of a job and accomplishment, which brings a sense of achievement. This sense of achievement can become conscious through completing targeted tasks or resolving a given challenge in the workplace. This is one of the goals which people desire from their jobs. Some workers who indicated a strong disposition towards achievement may decide to work for longer hours, they may work hard, and tend to accept work challenges. Another issue that leads to job satisfaction is workers' experience of responsibility and autonomy at work. The experience of responsibility and autonomy at work is the extent to which an employee's freedom and self-determination to plan and carefully lay out their work

and how to carry it out. Where workers experience a high sense of autonomy, when they are trusted by line managers, they tend to reciprocate by trusting their managers, and by implication it increases workers' satisfaction with their jobs. Sarwar and Abugre (2013) reported that job satisfaction has a link with job responsibility and autonomy; they also reported that respondents who occupy highly responsible positions at work experienced considerably higher satisfaction with their jobs. Furthermore, another factor leading to job satisfaction is the workers' professional growth, which signifies the development and potential for growth at the workplace in the future states that when organisations support their employees by allowing them to acquire further educational qualification, might make the workers more valuable and more fulfilled professionally. Positive relationships between the growth factor and job satisfaction were revealed in several studies like (Pang & Lu, 2018) which found that, if the workplace offered workers opportunities to acquire skills in more than one area, employees' job satisfaction would increase, leading to a more satisfying workplace and a strong sense of accomplishment

2.3.3: Working hours and lack of flexibility.

Following months of negotiations between employers and stonemasons regarding eight hours system, (Love, 2006) reported how workers marched through the city of Melbourne, Australia in celebration of the victory to establish the 'Eight-hour system'. After negotiating and agreeing to what was known as the earliest officially sanctioned 40-hour working weeks, scholars predicted even more reduction in working time and an increase in workers leisure time. However, following a study, Campbell (2002) reported that working time patterns shifted from a reduction of the working time to an increase over a 20 year period.

Long working hours has been linked with social problems and disruption in family life sleep dysfunction including workplace health and safety risks have all been associated with long working hours. Yet workers' lack of job satisfaction, soaring turnover intention, and the lack of general wellbeing, including substance abuse and associated psychological and psychiatric problems have been linked to experiences of imbalance between work and non-work life of workers.

In recent years, the European Union and increasingly more governments around the world are taking a more dynamic role in regulating the time that workers devote to their paid employment. This has led to what is now referred to as 'reduced working

hours' (Wheatley, Hardill, & Philp, 2011). The ILO (2018), defines hours of work as the time during which persons employed are at the disposal of the employer, not including break times during which the persons employed are not at the disposal of the employer. Hours of work should not exceed forty-eight hours a week and eight or in some cases ten hours in a day (ILO, 2018). Depending on the circumstances, countries and industries, which may have variations on the application of working hour regulations. The term hours of work mean any period during which a worker works at the clearance of the employer and carries out the employers' activities and or duties. It also includes the period during which an employee is receiving training that is relevant to the employment contract.

The question whether working time includes travelling as part of the job, working lunches and job-related training has been subjected to numerous research over the years, however, it has been established that travelling between home and work, lunch breaks evening or day-release course is not part of working time (Wheatley, 2012). This is following assertion that time engaged in work, reduces the time available for other family engagements and it consumes the energy that could otherwise be spent in the tasks that are required at home.

The concept of hours of work and its impact on employee's work-life balance has been reported by different scholars and referred to by different names. For example, (Wang & Weststar, 2015) referred to the term as 'work hour congruence while 'work hour preference' is used by . Wang and Weststar (2015) defined work hour as a match or a mismatch between the hours desired and the hours actually worked. Wang and Weststar (2015) further differentiated between workers who prefer to work more hours and referred to that category as underemployed and workers who prefer to work fewer hours as over-employed. Research has linked long working hours whether by choice or design with poor work-life balance. Overtime work and nonstandard work hours are also consistent predictors of diminished work-life balance (Wright, 2014). Nagaya, Hibino, and Kondo (2018) reiterated the fact that regularly working in excess of 48 hours per week as stipulated by ILO (2018) constitutes a significant occupational imbalance which increases the risk of mental health problems. While regularly working more than 60 hours a week, and perhaps working more than 50 hours a week, 'appears to increase the risk of cardiovascular disease' (Lingard, Francis, & Turner, 2010). Long hours influenced on, and increase unhealthy lifestyle choices, such as smoking and irregular diet. Studies on working hours are limited, research has linked worker error increases after eight hours of work. Given the links to workers'

health (and possibly safety), working time arrangements are directly related to occupational health and safety outcomes and are deserving of research attention. The next section discusses physical and emotional exhaustion.

2.3.4: Physical and Emotional Exhaustion

Exhaustion in the workplace is a complex phenomenon, it is referred to, as a state of chronic stress, characterised by emotional and physical depletion, and this state is central to understanding stress caused by daily work experience (Chambel, Sobral, Espada, & Curral, 2015). Exhaustion has been researched at length by researchers in organisational studies over the years. Exhaustion, as it is currently known, was highlighted by Freudenberger (1974), when he explored the concept of burnout from the perspectives of physical and behavioural indicators. Exhaustion is also known as a subset of burnout which means to wear-out or become excessively exhausted due to high demand on the 'resources' an employee is able to muster had earlier defined burnout as "a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people work' of some kind". Its' key aspect is the feeling of emotional exhaustion when these resources are depleted.

The Maslach Burnout Inventory (MBI) claimed that burnout is a multi-dimensional construct which consists of three components- emotional exhaustion, depersonalisation and diminished personal achievement (Lawrence, Loi, & Gudex, 2018). The derivable meaning of exhaustion according to Chambel et al. (2015) is a state of chronic stress characterised by emotional and physical depletion.

Emotional exhaustion outline employees' experience and feelings of tension and frustration as they fear that they are unable to provide resources consistent with work performance as demanded by their individual jobs. The reason being that, as emotional exhaustion is an important dimension of employee burnout, it reflects an extreme form of fatigue as a consequence of prolonged exposure to high work demands (Bakker, Demerouti, & Verbeke, 2004). Emotional exhaustion is an important concern not only for employees but organisations as well. This is because, several studies in the past revealed that emotional exhaustion is related to job satisfaction, performance and employee withdrawal-oriented behaviour.

2.3.4.1: Physical Exhaustion

According to Lingard and Francis (2005), the feeling of exhaustion and burnout is a common reaction when employees are exposed to extreme levels of job stress. Many jobs and occupational characteristics have been linked with a burnout in other studies.

For example, (Adriaenssens, De Gucht, & Maes, 2015; Choi et al., 2018; Ghislieri, Gatti, Molino, & Cortese, 2017; Hu et al., 2015) both agreed on the impact of job stress and burnout among Nurses, (Smith, DeJoy, Dyal, & Huang, 2017) also published an article regarding the impact of job stress and burnout among firefighters, (Demerouti, Veldhuis, Coombes, & Hunter, 2018) on the other hand published an article on the impact of burnout among pilots, (Xu et al., 2018) researched emotional exhaustion among hotel employees and (Lawrence et al., 2018) studied the relationship between work intensification and burnout among secondary teachers. Workload, time pressure and role conflict have all been studied and are found consistently related to exhaustion (Kleiner & Wallace, 2017). The lack of resources in meeting the demand for work and in some cases the lack of social and supervisory support has also been reported as a predictor of burnout. The literature also reported the relationship of burnout with the experience of psychological distress, anxiety, depression, reduced self-esteem and substance abuse (Asquin, Garel, & Picq, 2010; Kraemer & Gouthier, 2014; Wu et al., 2019). Research also consistently links burnout to a lower level of organisational effectiveness (Bakker et al., 2004). In the same vein, absenteeism, turnover and turnover intentions, plummeting productivity of employees and lower level of job satisfaction and organisational commitment have all been reported to have significant relationships.

2.3.4.2: Emotional exhaustion

According to Lapointe, Vandenberghe, and Panaccio (2011), organisational commitment can serve as a predictor to emotional exhaustion. Commitment indirectly shapes the resources necessary for employees to perform their expected job roles. For example, consistent with COR theory, affective commitment provides a sense of direction and purpose to individuals' work (Xu et al., 2018). Rivkin, Diestel, and Schmidt (2015) suggested that affective commitment is associated with a strong belief that one's behaviour is in accordance with his or her interest, which creates a sense of autonomy. This state of mind can be associated with an affective commitment which allows individuals to function with minimal expenditure of energy and without the fear of the possible loss of resources, and this reduces the likelihood of emotional exhaustion. Autonomy and one's ability to control his or her job expectation has been described as a key resource which individuals value and always seek to preserve. In addition, by fostering identification and attachment towards the organisation, organisational commitment gives employees a sense of stability, security and belonging (Rivkin et al., 2015), which is expected to prevent employees from future losses of resources. This implies a psychological expectation on the basis that where

affective commitment is displayed by the employee, organisational policies and initiatives will be geared towards a reciprocal relationship, however, where these policies are lacking, the employee will experience emotional exhaustion.

Another cause of emotional exhaustion is an organisation in crises. According to Kovoora-Misra and Gopalakrishnan (2016), the extent to which an individual is emotionally exhausted during a crisis has greater implications for the amount of 'resources' that individual can muster in the strive to contain the crisis in question. This is also applicable to the leaders of that organisation when faced with any challenge confronting the organisation. An organisational crisis has the potential of leading people to be emotionally exhausted when trying to face or attempt solving such situation. (Grant, Berg, & Cable, 2014) further suggest that when followers perceive their leaders are responsible for causing the negative, stressful situation, it could exacerbate their emotional exhaustion. This will be as a result of dwindling trust for their leaders for the emotional support and the sense of psychological safety that could have reduced their levels of emotional exhaustion. In addition, employees may feel stressed that they must continue working under leaders they perceive in a negative light. This judgement of the leaders' culpability that could lead to negative emotions of anger, fear, or hopelessness that could be emotionally draining (Khan, Imran, & Anwar, 2019) .

The absence of job control, low social support at work from supervisors and colleagues have been associated with exhaustion, anxiety, depression and employee ill-health (Hausser, Mojzisch, Niesel, & Schulz-Hardt, 2010). Organisational characteristics such as the Tripod accident causation model has been used to explain the relationship between lack of job control and emotional exhaustion. According to Adriaenssens et al. (2015), the Tripod accident causation model postulates that unsafe acts are not random events but have their immediate origins in psychological states of mind, like ways of reasoning, expectations, motives, plans haste and emotional preoccupation. These states of mind, in turn, are generated by dysfunctional aspects of the organisational environment or latent failures like lack of work agreements such as poor information provision and lack of clarity of procedures, a reward system merely related to work speed, lack of personnel resources like understaffing and the strain that goes with it, poor training. Lack of material resources and social harassment. These latent failures or organisational characteristics have also been demonstrated to have important adverse consequences in terms of stress-health outcomes.

Furthermore, Adriaenssens et al. (2015) found out that organisational changes over time like Social harassment, Work agreements, Material resources, Personnel resources & Rewards system have a link with work engagement, emotional exhaustion and turnover intention. Chambel et al. (2015) argued that work demands predict exhaustion. Because as a psychological state, it is an indication that employees are not able to suitably manage the demands of their jobs (Vui-Yee & Pui-Yi, 2018). In the case of temporary agency workers, as studied by Chambel et al. (2015), there is a high level of insecurity regarding the future employment, and this demand increases the chances of poor life quality.

In an attempt to understand the factors that lead to employee turnover intentions in organisations, researchers argued that emotional exhaustion tops the list as the leading cause (Cropanzano, Rupp, & Byrne, 2003). Swider and Zimmerman (2010) reported from a meta-analytic finding which reveal that emotional exhaustion has a positive relationship with turnover intentions and the actual turnover steps taken by workers. When viewed from a COR theory perspective, the role played by emotional exhaustion on employees' turnover relates to the resources depletion process it entails. Exhaustion experienced by workers leads to their personal resources being expended and as a result, some workers engage in avoidant and withdrawal coping strategies in order to protect themselves (Hobfoll et al., 2018). In most cases, when employees face these resource-draining circumstances with no end in sight, and a feeling of frustration with their work conditions will not subside, workers may resort to leaving so as to protect themselves (Swider & Zimmerman, 2010)

2.3.5: Job relocation and family separation

Changes in family life and the labour market means that it is important to understand the impact of job relocation on families. It is also important to understand what the impact of the increasing changing role and nature of mobility in organisational strategies and career development of its employees. Due to the demand constantly placed on firms and business organisations, businesses are increasingly adapting their policies to promote the work-life balance of their employees, however, an aspect of organisational policy that has been largely neglected is the relocation of employees and their families and the change it brings. The impact of job-related relocations on families was reported by (Hrehová, Sandow, & Lindgren, 2020) which states that employers' business and career development considerations for employees are the main reasons why employers initiate the relocation for their employees. The report

drew attention to the fact that most of those relocated are male, drawn from the younger and middle age ranges and working in higher level non-manual occupations. Although the assistance offered by employers to employees are focused mainly on financial aspects of moving to a new house, however, the impacts of relocation on family life, spouses' jobs, children's education and care for older relatives has been highly under reported in the literature. Depending on the circumstances, spouses are likely to end up sacrificing their own career in the face of relocation. Although there is also a tendency of some employees to set an acceptable limit on when and where they are willing to relocate in the interest of achieving work-life balance (Sperandio & Devdas, 2015).

Work relocation presents possible pressure in relation to families' and work-life balance policy. The pressure which can emanate from an employee when face with the need to relocate to another location due to work demand, may undesirably affect the employment opportunities and career progression of the other family member. This may include access to childcare opportunities which may not be available at the new location, desire for geographical stability for children's education and reduced disruption, and making available care for elderly relatives. As far as family life is concerned, work relocation is a risk because of its impact on the stability of the family. Within the literature, other researchers refer to it as 'geographical mobility' , others refer to it as 'posted migration' (Alberti & Danaj, 2017; Caro, Berntsen, Lillie, & Wagner, 2015), however, the term 'relocation' is used here to refer to those job-related movement taking place between workplace sites belonging to the same organisation but in a different locations, where due to the distance, an employee finds it challenging to commute to the new area of posting (Wheatley, 2013). Such movement ranges along a gamut of voluntary job changing by employees and movement undertaken at the request of employers.

Experiences which relates to geographical movement in the workplace, within the labour market and in the family and household structures show an increasing multifaceted and varied situation for relocation (Basmajian, 2010). Employees that are faced with relocation, may have a wider range of working and living preparation options which may be open to them than formerly (Easthope, 2003). The implications for this is not only for the individual worker but also for his or her family and employer, as well as for the economy and society in general.

Job-related relocation has been reported to not only changing people's job experiences, but it is also changing their lives. Although Otto and Dalbert (2010)

distinguished between 'short-term' mobility and long-term mobility. Short-term mobility includes an employee experiencing relocation for a brief period and, long-term mobility is considered as a move to another city or country which implies some form of migration or expatriation. Despite the fact that relocation is different for other employees, some individuals tend to be more willing to relocate when they are young and before the onset of family responsibilities, whereas the desires for stability tends to increase with age (Sperandio & Devdas, 2015; Wheatley, 2013).

Relocation can lead to a reconfiguration of family arrangements. For example, (Ullrich, Pluut, & Buttgen, 2015) reported the impact on family reconfiguration which includes young people leaving the family home prematurely, parents moving away from children or from previous relationships, and older parents moving out of the family home to form an independent households, and formation of dual location households which includes one partner commuting long distance.

Other impacts of job-related relocation on the family include its impact on children of school age, adults that are young, and older relatives (Basmajian, 2010; Otto & Dalbert, 2012). For children of school age, the major problem is that parents are usually concerned about relocation because of its impact on disrupting children's education. For adults that are young, the concern has been around their families, friends and peers who are very important in the relationship of young adults. The young adults, however, may not yet have the financial strength to set up independent households in order to mitigate the impact of relocation. In relation to older relatives, physical closeness is key, particularly those with health challenges, although in some cases, if they move close to their adult children, there is a tendency to lose out on their own network of friends and established relationships reported that constant movement and relocation of workers contributes to the experience of burnout and stress, including decreased quality of life, turnover intention, exhaustion and easily being angered.

2.4: ORGANISATIONAL INITIATIVES FOR WORK-LIFE BALANCE

This section discusses organisational initiatives for work-life balance

2.4.1: Flexible working arrangements and Time-off

2.4.1.1: Telecommuting

Telecommuting is a form of flexibility which allows employees to have arrangements with the employer to either work from home or from another location outside the workplace (Snell, Morris, & Bohlander, 2015). With the advancement of information technology coupled with globalization, many organizations consider telecommuting as a tool or a solution in reducing the office space, cost and also transport and mileage allowances (Cremers, 2010; Nicolaisen, 2011). When workers are allowed to work remotely, it gives them the flexibility to choose when and where to log-in from so long as productivity and targeted goals are achieved within the specified time frame. Organizations accept a virtual working arrangement which helps in enhancing the work-life balance of employees as well as retaining employee talent which results in increased employee satisfaction and a better balance between work and personal life, (Bird, 2006; Burma, 2014).

Workers who prefer telecommuting are women can be related to gender difference being experienced at work, and the demand associated with caring responsibilities. Lingard and Francis (2009) also reported that some women in the Australian construction industry couldn't consider becoming parents because of the discrimination associated with parenthood. Home-based teleworkers are people who prefer to work from home and who rely on ICT to deliver work to an employer or client (Palumbo, 2020).

2.4.1.2: Part-time arrangement

Part-time work arrangement has to do with the options provided to workers such as access to working on a part-time or part-year timetables. Part-time work involves people who are employed on a part-time basis, and they work for a fraction of the day or for less than forty hours a week and then have the remaining time for their personal engagement (Beham, Baierl, & Eckner, 2020). Under this arrangement, people with disability and health problems, and working mothers are giving the chance to take part in the job market and gain experience (Lazar, Osoian, & Ratiu, 2010). Although the implementation of this rule differs from country to country, even in Europe there

is no model that cuts across all countries, however, each country has its policy with regard to part-time work. For example, according to Glass (2009) part-time expectant mothers in Sweden are guaranteed 11 months paid leave followed by a statutory right to work not more than 30 hours per week until the child turns eight years. In the UK, parents are eligible for 52 weeks of both Shared Parental Leave (SPL), and Shared Parental Pay (ShPP). The mother is allowed to take the first 12 weeks (3 months) as her maternity leave and pay and 40 weeks are shared between her and the partner as SPL while 27 weeks are also available for ShPP (Gov.uk, 2016). Part-time work also helps to bring about gender equality since mothers are given the opportunity to work without giving up on family demands (Durbin & Tomlinson, 2014).

2.4.1.3: Annualised hours

Through annualized hours, workers have the ability to select their preferred working hours and days which they preferred to work within given time limit (Puigarnau & Ommeren, 2012). Under such arrangements, the working time of an individual worker is computed annually and then distributed across the annual time limit. This can be represented in the form of several segmented shifts, several days, several weeks, and several months. Under this arrangement, workers are given the autonomy to allocate these annual hours according to their availability in a way that they are able to balance between work and home responsibilities in a mutually compatible manner.

According to Baadel, Kabene, and Majeed (2020), annualized hours' systems were adopted by quite a number of private firms due to the flexibility it brings and the allowance it provides in the pursuit of work-life balance. Annualized hours are usually introduced for operational reasons, which is, bringing the required manpower when needed to provide the skills and match project demand with supply across the period of the project. Workers are then allowed to take as many leave as possible after the project is completed while they still remain as employees of the company.

2.4.1.4: Staggered hours

This refers to flexibility over the course of an employee's career or working life, including provisions that enable employees to enter, exit and re-enter the workforce and to increase and decrease their workload or pace. Staggered hours refer to a situation where employees follow the flexible schedule in which each employee starts the job at his convenience, breaks and end times. Although this arrangement is different and applies differently to several employers. Holmes (2010) explains that staggered work is a type of work flexibility where the numbers of working hours are

numerically determined and the stipulated hours are mapped with the organizational working schedule and may involve either part-time, hourly shifts that may spread during the day, night or weekends.

2.4.1.5: [Jobs sharing](#)

Job sharing involves contractual agreements where any given two employees voluntarily share a full-time job between themselves (Lazar et al., 2010). The implication of this is that the gross salary for the job is shared between the employees who shared the job. Job sharing is another way of achieving part-time work arrangement and the flexibility that goes with it. This system benefits the organization and improves staff retention, increasing productivity and combining a wider range of skills and experience in a single job. In some cases, such an arrangement could also provide additional manpower coverage during busy and peak business periods (Lazar et al., 2010).

2.4.1.6: [Compressed workweek](#)

The compressed workweek is a system in which an organization makes arrangements with its employees to work for longer hours per day or shifts and compensate the same employees through lesser weekly working days (Snell et al., 2015). According to Lazar et al. (2010), employees under this arrangement are involved in longer working days or shifts but for lesser days of the week. This kind of arrangement brings about many benefits to employees in the form of long weekends, or some days being off work within the week. For example, in a forty-hours-work week, three days will be off with four days working for ten hours per day; other alternatives include working an extra hour a day and having one day every three or four weeks off (Lazar et al., 2010). This system has been reported to improve employee productivity, commitment ensures work-life balance.

2.4.1.7: [Time off in lieu \(TOIL\)](#)

Time off in lieu is another organizational initiative towards employee work-life balance. This practice allows employees to negotiate and accept to work either for longer hours during the periods of peak business season where higher man-hours are required, and in turn take time off later to compensate the extra time worked or be available to commit to certain hours or schedule when required (Puigarnau & Ommeren, 2012). Under this plan, employees who work long hours during peak periods accumulate additional hours as eligible leave that can be availed later, usually during off-peak periods when manpower requirements are relatively lower. In some countries,

employees are allowed to convert unspent accumulated hours of leave in a monetised way instead of taking the actual leave. Parakandi and Behery (2016) reported that employees in the United Arab Emirates appreciate time-off-in-lieu rather than receiving bonuses or monetary rewards which organizations tend to offer in place of the extra hours contributed.

2.4.2: Time-off provision

2.4.2.1: Annual leave

Annual leave is a statutory provision of time-off for workers to be away from work while still receiving an income from the organisation and being entitled to social protection (ILO, 2004). Depending on the country, workers are allowed to take specific number of working days or weeks as leave period. Khallash and Kruse (2012) reported that the provisions of leave can lead to employee satisfaction, motivation, and better personal and family well-being. The International labour organization (ILO, 2004), state that employment law for leave provision varies from country to country and legislation in many countries allow for a longer period of paid annual leave in line with the ILO convention.

2.4.2.2: Caregiving leave (Maternity)

Caregiving leave stress the need for organizations to offer leave for birth, adoption or caregiving to ill family members regardless of it being paid or not. This initiative helps to improve productivity, efficiency, and morale of employees (Eikhof et al., 2007; Stewart, 2013). Brandth and Gislason (2012) argued that childcare problems conflict with employee efficiency at work. Such initiatives help improve employee's perceived organizational support as this is an act of caregiving to employees' personal needs and in turn, strengthen employee-employer relationships. According to Parakandi and Behery (2016), organizational childcare plans are determined by the demographic backgrounds of their employees, organizational culture, and the external environment. Some studies suggest that the provision of caregiving leave may lead to positive organizational culture, employee satisfaction, and employee retention (Zacher, Rudolph, & Reinicke, 2017). Particularly, with the increase of women and dual-earner couples in the work environment, caregiving has become a needed scheme modern organization use to retain employee loyalty.

2.4.2.3: Paternity leave

Paternity leave is a period of leave given to fathers immediately after the birth of their child. It is either provided separately for fathers as a statutory provision or a special

arrangement which all employees benefit (Addati, Cassirer, & Gilchrist, 2014). Different countries have varied legislation regarding the time-off given to fathers and the aim is to enable fathers assist the mother of the newborn child in recovering from childbirth as well as assisting with other family responsibilities. According to Brandth and Gislason (2012), Nordic children who had contact with their male parents in early childhood reported better academic results. A study in England also indicates that male infants who had regular interaction with their fathers within the first three months after birth, showed fewer behavioural problems (Ramchandani et al., 2013). In addition, the presence of fathers in the lives of their daughters facilitates better self-esteem (United Nations, 2011). These findings indicate that a fathers' involvement in the early upbringing of his child goes a long way in reducing any future anti-social behaviour. According to (Lamb, 2004), the significance of a fathers involvement in the life of the infant is that it leads to the couples' ability to share home roles and more importantly, the mother experience faster after birth healing and the ability to return and pursue their career faster.

There is a dearth of research which focused on the impact of fathers' leave-taking on their families, although countries allow non-transferable leave for fathers like the Nordic countries and Quebec, fathers remain minimal in the work-life literature. Although not focusing entirely on paternity leave (Coltrane, Miller, DeHaan, & Stewart, 2013) argued that there may be tendencies where men experience limited career opportunities and a reduction in the family earnings when they take and reduce their working hours to be with their family. Furthermore, Rudman and Mescher (2013) reported that men who take paternity leave are likely to be considered poor organizational citizens and men who applied for, and utilise paternity leave were seen as displaying feminine traits and weak. However, Hogarth, Hasluck, and Pierre (2000) reported from a study released by the London institute for employment research that 46% of employers studied in the UK had already allowed workers on some form of paternity leave

2.4.2.4: Casual and Compassionate leave

Compassionate and casual leave is a specified period off work is allowed that a worker needs to attend to an urgent need. For example, in an event of death or birth in the family, an emergency involving children or family members, sudden health challenge. Hogarth et al. (2000) reported from a study released by the London institute for employment research that 90% of employers studied in the UK had

already allowed workers on some form of bereavement time-offs as compassionate leave. The next section discusses working conditions.

2.4.3: Working conditions

Working conditions are working environments and aspects of an employees' agreement regarding employment and employment conditions. Employment conditions which addresses how the work is organised, the activities to be carried out, training and development, employability, health and safety, working time and work-life balance. This section below discusses working conditions.

Training and development of employees have been a central strategy in employers drive to build up a workforce for competitive advantage. Katou (2017) confirms that organizations take either a needs-driven approach, an opportunistic approach or a proactive approach to human resource development strategy. Training is a work-life balance initiative because it builds the confidence of the employee through capacity building and skill acquisition (Chambel et al., 2015). A needs-driven approach is the most common, where training and initiatives are developed and used in a reactive way to support the implementation of business strategy. The opportunistic approach focusses on the application of external ideas and development in the organization. The proactive approach focuses on preparing for the future needs of the organization (Raiden, Dainty, & Neale, 2008). This approach is based on the 'concept view' of the firm which suggests that organizations are complex and unique hence underlining the context of the need at hand with a view to making a strategic plan towards addressing the training needs of its employees. In line with (Katou, 2017) suggestion, training in companies like the construction company can be likened to a needs-driven approach and reactive in nature. This is because in project execution once a particular skill is lacking, training is then provided to workers in order to avoid errors. Dainty and Loosemore (2013) also confirms that due skills requirement in the industry, trainings are provided based on the need.

D'Annunzio-Green, Maxwell, Watson, and Deery (2008) state that besides training opportunities, organisations can provide adequate working resources for workers in order to undertake their assigned jobs effectively. Organisations can also organise staff functions which will include employees and their family members as well as providing health and wellbeing opportunities for employees such as gymnasiums and time-off to exercise. The provision of health services as a working condition has been reported to benefit both employers and employees despite cost implication (Yu,

Cheng, Tse, & Wong, 2002). Working conditions like the provision of personal protective equipment (PPE) contributes to enhancing safety in the workplace.

2.4.4: Organisational factors influencing the provision of Work-life balance initiatives.

The growing conflict between the demand for paid work and peoples' lives is a discourse that has come to stay. Due to the impact of globalization, the clear divide between work and life domain is increasingly getting blurred (Gadeyne, Verbruggen, Delanoeije, & De Cooman, 2018). Siebert and Wilson (2013) contended that the 'invasiveness' of paid work in peoples' lives has the potential of diverting employee's time and energy from other aspects of life which are equally important thereby leading to an imbalance in their work and non-work lives.

Employees' caring responsibilities are a driver of organisational work-life balance. According to Stewart (2013), family caring responsibilities refer to the financial, physical and emotional context of caring for a dependent family member, which according to Roundtree and Lynch (2006) conceptualisations, can be sub-divided into two dimensions namely; Typical care and exceptional care responsibilities. Typical care responsibilities are the overall experiences of care offered to parents of the children that have typical development needs. This care has to do with daily assisting adults and supervising the children. For example, getting the children ready for school in the morning, making arrangements for transportation to and from school, helping the children with homework, and general steps required for nurturing the children. This typical care, usually reduces over time because the children grow up, mature and provide the same care for themselves (Roundtree & Lynch, 2006). Exceptional care responsibilities on the other hand, has to do with the natural care offered by other family members of a person suffering any kind of disability. This kind of care needs high level of physical, emotional, and financial resources from family members which can also change as time goes on as the family member with disability advances through key developmental stages (Roth, Perkins, Wadley, Temple, & Haley, 2009).

According to Karthick and Balaji (2015), the perception and pursuit of balance between work and life vary from person to person. For example, age, interest, value, personal circumstance and personality of each individual comes into play in trying to arrive at a balance between the two domain, life and work (Torrington et al., 2011). Individual priorities vary due to age, interest, value, personality and personal circumstance. The push and pull factors in seeking after job satisfaction over leisure

for the young will be a priority perhaps because being at an early stage of their career and seeking to attain professional heights, work then becomes a priority and valued more than life (Torrington et al., 2011). On the contrary, however, the elderly who were in the twilight of their careers, the tendencies will be to value leisure and more flexible working arrangement which gives them more time to 'rest' rather than spending more time at work. What takes centre stage with regard to personal or 'domestic circumstances' (Wright, 2014) relates to the preference by individuals in selecting where their priorities lie. Married women with caring responsibilities, will naturally priorities be having more time with their newly born, infant or toddlers during school days rather than at work.

Being mindful of this, (Bowen et al., 2014) argue that the challenge is not about the time spent at work and non-work activities. The variance of balance lies between individuals and their priorities (Torrington et al., 2011), hence not everyone will demand the same level of balance between work and non-work engagements. Which is why the establishment and pursuit of work-life balance drivers, which enables workers to achieve satisfaction and involvement in all activities, is an important strategy.

Another driver for the establishment of work-life balance policies and practices is the employer. The employer gains benefits such as improved staff morale, and improved recruitment and retention rates (Wang & Verma, 2012). For employers of labour, it has been established that in a labour market that has high competition, strategies with the potential of yielding positive outcomes should be favourably adopted (Drew, Humphreys, & Murphy, 2003). Investigations undertaken by work-life balance network suggests that job applicants see organisations that have varied range of work-life balance policies and initiatives as the employers of choice. The work-life balance network study also confirms that organisations with varied flexible working initiatives generally tends to have considerable number of their female workers returning to full-time employment their maternity leave. Drew et al. (2003) claim that the request for work-life balance practices is complicated, as employees would like to have flexible working, but the public want a 24-hour service and having to satisfy these two conflicting opinions can sometimes be difficult. Work-life balance drivers have been categorized into two by (Drew et al., 2003) namely internal, external drivers. The internal drivers include employer of choice, employee health and wellbeing, and cost benefit analysis. The external drivers include Improvement of customer relations, legislation and Competition from other organizations. The social

drivers also include managerial support, career consequences, time expectation, gendered perception, and co-worker support. These drivers are discussed below.

Internal drivers

Internal drivers of work-life balance refer to the features and mechanism within organizations established to ensure work-life balance initiatives are implemented. These initiatives include employers of choice, employee health, and wellbeing, cost-benefit analysis among others.

Employer of choice

Employer's choice as a driver for work-life balance is key because having a positive image is important to organizations as it would ensure higher recruitment and retention of highly-skilled, talented employees to the organization and ensure they make a profit (Maurya Kamlesh & Agarwal, 2018). Being an employer of choice means becoming a Blue-chip company like multinational corporations paying high remunerations. Multinational corporations due to their financial stability, usually implement policies and practices established by the company regardless of their geographical location. Which means policies and practices that have become part of its culture will transcend the home country to the host country. Although (Zheng, 2016) reported differences in implementing recruitment practices among Chinese MNCs in Japan, which can be applicable to other MNCs, however, recruitment practice is not the only policy-making companies employer of choice. High salary structure, training, development, and other allowances usually attract high-skilled employees.

Employee health and wellbeing

An important internal driver for implementing work-life balance is the positive effect it has on employee health and wellbeing. According to (Joseph, Jin, Newman, & O'Boyle, 2015), the use of work-life practices has a direct and positive relationship with the health and wellbeing of the worker. The study reported a significant relationship between the presence and utilization of work-life initiatives in the workplace and employees' health satisfaction. A progressive organization is that which its employees worry less about falling ill either due to stress or workplace hazard. This understanding has encouraged organizations to introduce policies aimed at ensuring happy workers.

Although ensuring worker wellbeing is significant to organizational success, the question that has remained unresolved is this. In whose hands does the responsibility of work-life balance pursuit lie. If organizations introduce and sustain policies that seek to be influencers of work-life balance, then what will be the aim of such policies, of course, employee retention, competitive edge etc. However, on the other hand, (Munn et al., 2011) consider work-life balance from the perspective of individuals' choice to prioritizing their work, family, individual, and community responsibilities'. Again, just like the position presented by , it appears the pursuit of work-life balance is increasingly being viewed as a matter of choice for the individual. When the individual places work as a priority, then the individual will only gain satisfaction when work-related responsibilities are fulfilled. For Munn et al, the notion that work-life balance is individualistic needs to be supported. Because the achievement of balance is influenced by the choice individuals make even when there are initiatives on work-life that seem to focus on strengthening organizational culture, its usability can be found in the meaning and purpose people find in their work, family, individual and community roles. This position presents the pursuit of balance between work and life as an individual's responsibility and a subject of choice and perception. The attainment of such depends on the individual to take responsibility for managing personal fulfilment, work fulfilment, family fulfilment and to the country.

Work-life balance policies are proven to have 'tangible, cost-related benefits' in favour of organizations (von Hippel, Kalokerinos, & Zacher, 2017). Experienced staff are retained, and the constant cost of training new ones is averted. Cost-benefit analysis is experienced in the area of retaining skilled workers and the reduction of staff turnover. When organizations operate a flexible working arrangement, productivity is also increased among its employee, absenteeism due to sickness is reduced and imbalance due to either childcare or other commitments are averted.

External drivers

These external drivers refer to the features beyond a firm's control which have resulted in the implementation of work-life balance policies and practices. These can be macro-environmental factors that affect the functioning of the organization or the individual. Some of these policies and practices include Improvement of customer relations, Legislation, the public image of the organization, competition among organizations outlined below.

Improvement of customer relation:

Competition in challenging economic times has driven organizations to look inward and seek ways of satisfying their customers beyond what their competitors are able to offer (Angelova & Zekiri, 2011). For example, organizations now go the extra mile to attract customers with incentives like opening for longer hours, weekends and bank holidays. This is a strategy which appears to be a win-win situation both for organizations and customers. This is because both benefits from these longer opening hours and sales are increased, customers have the opportunity to access goods and services even outside the 'normal working hours. This can be seen as a move to ensure organizations remain competitive in a volatile market. As a result, organizations strive to become employers of choice because of all the different working arrangements which are on offer to their respective workers.

Legislation:

Countries such as France, the United Kingdom, Finland, USA and many other western countries have long-established legislation regarding work-life balance practices and practices which organizations must comply with. These are enshrined both in National and International laws of the European Union. For example, France operates a 35 hours working policy for all of their full-time employees each week (Murphy & Doherty, 2011) which ensures that organisations conform with the regulation. This is not the case in Nigeria because there are no laws which enforces flexible working arrangements in the country. In some of the organisations with any form of flexibility, such measures are allowed as optional arrangements by the employer to the employee (Epie, 2011)

Policies of work-life balance are usually encouraged to boost an organization's public image positively and the motivation for implementing such policies is linked to the internal driver of work-life balance identified as an employer of choice.

Work-life balance policies, especially in relation to flexible working arrangements, has the capacity of helping organisations to participate competitively in the global economy through the offer of flexibility in their provision of goods and services. Organisations can also help in responding to an unstable nature of the demand and supply of goods and services on a daily basis. Flexible working arrangements also enable organisations to operate across time zones, thereby the chances of appropriately engaging in international business

Social drivers for WLB initiatives

Social drivers for work-life balance are the factors which exist that ensures organisations consistently maintain their social responsibility. The responsibilities may include demographic and organisational. The growth in the number of women, most especially mothers who return back to work after their maternity leave as well as an increase in the number of over 60 year olds who prefer to remain in employment lead to the need for organisations to initiate policy initiatives with the aim of catering for these groups of workers (Charlotte Gascoigne, Parry, & Buchanan, 2015; Durbin & Tomlinson, 2014). Some other factors likely to affect the implementation of work-life balance policies include technological advancement in the workplace and the union involvement in welfare issues in the workplace.

Notwithstanding a seemingly extensive commitment to the ideologies of work-life balance, the actual experience for many employees are at variance. In fact, outcome of other studies suggest that the mere availability of wide-ranging and flexible work-life policies and initiatives may not necessarily lead to workers making use of such initiatives or subsequently leading to improvements in work-life balance and reductions in work-life conflict . The low commitment in some organisations seems to be related to diverse organisational environments, which is also known as organisational work-life cultures, and this culture affects the degree to which flexible work arrangements can be used by workers and work-life balance achieved. Five distinct aspects of work-life culture have been identified in the literature as organizational initiatives for work-life balance.

Managerial Support

Managerial support has been regularly stressed in debates and studies as a factor which influence the work-life balance pursuit of workers in the workplace. Managers contribute immensely to the successes recorded in the implementing work-life initiatives largely due to the position they occupy and how they either encourage or discourage workers' drive to balance both work and family responsibilities. When managers and supervisors encourage the integration of family friendly initiatives at work, employees are more likely to source, access and take-up the available work-life initiatives. On the other hand, Kong and Jeon (2018) suggested that even in some organisations which may be termed as family-friendly, managers and supervisors may inadvertently send negative gestures indicating that the utilization of flexible working arrangements might pose a problem for them, their colleagues and the entire organisation as a whole. Managerial support on a daily basis has been adjudged as

an important variable influencing employees' decisions whether to make use of available initiatives and policies where they exist or not . Where there are harmonious working relationship between employees and their supervisors, it is possible this relationship can mitigate the likelihood of a perceived negative effects of utilizing such initiatives on their careers.

Managerial support and the work-life environment of an organisation can mediate the link between work-life balance initiative provision and employees' use of both initiatives and their views of how the organisational support them. In a circumstance where organisational leadership appears unsupportive of employees' drive towards a balance between work and personal responsibilities, and where workers experience challenges when they attempt to access and utilise the available initiatives, organisations may discover that workers' views of organisational support are withdrawn leading to negative outcomes such as reduced organisational performance and unrealised organisational goal . When workers fear that the utilisation of organisational initiatives may harm their career prospects, this has the potential of discouraging workers from making use of the work-life initiatives on offer, which in turn may be counterproductive.

Career Consequences

Career consequences refer to the impact of organizational policies and practices on the trajectory of an employee's chosen career. Although some scholars argue that organizational policies and practices do not result in career success, however, there is evidence from studies indicating consistent application work-family policies increases employee output and reduce work-family conflict (Tomazevic, Kozjek, & Stare, 2014) Besides policies, organizational culture is yet another area that has been strongly associated with the under-utilization of work-life policies. The perception of negative career consequences relating to part-time work option has been reported to be one among causes of stress and conflict among workers, due to the uncertainty it brings (Colette, Clare, Mark, & Abril, 2011).

Arlinghaus et al. (2019) had initially identified the demerits part-time employment on the careers of workers and went further to defined female workers who came back to work on a part-time basis after their maternity leave as mommy track workers. Arlinghaus et al. (2019) also state that part-time working women were given less training, were paid less and their progression at work was discouraging because companies see them as highly risky thereby reluctant in investing in them. In other studies, both male and female part-time workers were worse off, in terms of promotion

prospects and entitlement to fringe benefits, than those who worked more hours a week. Wheatley (2017) reported that for part-time workers, the provision of scarcer organisational rewards, like progression prospects and salary increases, resulted from perceptions of decreased organisational commitment by workers who used family-friendly policies. Such views suggest convincing reasons why part-time employment tends to be less popular by men, single workers, and career-oriented mothers. The long-term success of work-life balance choices seems to rely on the feasibility of such arrangements at all levels of the employees, including management.

Time Expectations

The number of hours employees are expected to work, how they use their time; whether they are expected to take work home or how they use their discretion in work schedule. Under normal circumstances, a work-life culture in terms of organizational time expectations has been found to reduce work-family conflict, improve job satisfaction and increase productivity. In other studies, however, long working hours have been identified as a signal of commitment, productivity, and motivation for advancement. An aspect of workplace flexibility is part-time work, where employees are allowed to choose how many hours they can commit to working in a day or a week, perhaps due to other commitments elsewhere. Hudson 20:20 report suggests that the secret to success at work lies in the employees' ability to 'work for long hours, and continuously commit to working and make same a top priority. This means that for an employee to be perceived as making a significant contribution, then productivity alone is said not to be enough. The employee is expected to maintain a continual presence at work.

The implication of this is that the employee is unable to meet the demand of other responsibilities which may conflict with work demand and subsequently forces the employee to choose between achieving balanced roles and progressing in their career. Although the traditional approach to productivity has been 'face-time' where employees are measured through spending long hours visibly at the workplace the shift in the paradigm to 'performance-based' assessment has been applauded as the means of aiding employees to achieve targets (Schlegel, 2011). The shift to evaluating performance based on outputs rather than time spent physically at the workplace is, however, an essential part of developing a culture that supports work-life balance.

Gendered Perceptions

Gender-related policies can be a driver of work-life balance. Although the language of organizational work-life policies is generally gender-neutral and non-discriminatory; the policies, historically revolve around facilitating the working condition of women (Adame, Capliure, & Miquel, 2016; Lewis, Richenda, & Rapoport, 2007). It appears that men's commitment to alternative work options tends to be extremely low, however, the perceptions that work-life policies are developed only for women are no longer rational. Because both men and women now require an organizational policy that will allow them to balance both work and life demands. More so, if work-life balance discusses centers on women, particularly caring responsibilities, currently, there are legislations in some European countries allowing both men and women to take maternity and paternity leave when a child is born in the home. Therefore, the recognition of gendered perception regarding work-life balance by an organization can be beneficial.

Co-worker Support

The other factor that can be considered a driver of work-life balance is co-worker support. This relates to the kind of harmonious working relationship which exists between employees of a particular organization. Although Prowse and Prowse (2015) reported the feeling of resentment by some employees over flexible arrangements, which contributes to a work environment where the utilization of available opportunities is not encouraged. , explored the views of employees in a finance organization about the implementation and utilization of work-life balance initiatives. The results point to the attitudes shown by co-workers demonstrating how work-life initiatives was influenced by factors such as expectations of business travel for workers who may or may not have family responsibilities; orientations towards individualism and meritocracy; and tendency towards traditional separations between public and private spheres. Thus, employees who utilized work-life policies felt resentment from co-workers and recognized the need to balance 'use' and 'abuse' so as not to be seen, and treated, as a less committed worker, is a manifestation of the resentment felt by some employees over this issue. Overall, the lack of appropriate control in implementing the flexible work policy has the tendency of being counter-productive with such resentment. The next section discusses organizational initiatives and policies for work-life balance.

2.5: COPING STRATEGIES AND COPING RESOURCES

2.5.1: Coping strategies

Coping is an action directed at the resolution of any situation individuals faced on a daily basis. Individuals are usually faced with divergent problems ranging from major crises to the routine struggle of everyday life (Murray & Ali, 2017). Coping has been linked with stress while being distinct from it. Coping is referred to as a dynamic cognitive and behavioural process leading to strategies being implemented to minimise, master, or tolerate a stressor when it has been assessed (Van den Brande, Baillien, Elst, De Witte, & Godderis, 2020).

Coping strategies can be referred to, as the thoughts and actions displayed by individuals with a view to managing both internal and external demands, which requires or exceed individuals' psychological resources in a meta-study analysing 100 coping assessments, identified 'five core' categories of coping approaches (problem-solving, avoidance, distraction, positive cognitive restructuring and 'support-seeking coping')

The table below shows a range of coping strategies adopted from (Stanisławski, 2019) on the discussions of coping scale and the focal point of an individual's response to the experiences of uncomfortable and stressful circumstances.

Table 2. Coping strategies

Dimensions	Description
Active Coping	Active coping include information gathering, seeking for, and securing social support, task prioritisation, finding relief in religion, requesting and accepting help from family members and friends, active distraction, biofeedback, problem-solving
Passive coping	Passive coping has to do with a distraction from others. Here the individual feels helpless in dealing with the stressor and thereby rely on others to resolve the stressful event or situation
Avoidance coping	Avoidance coping can be understood in the same way as a denial. When the individual decided in the face of the problem that there is no stressor, and therefore no need to either change behaviour, perception or emotional response
Support seeking	Support seeking includes contact seeking, comfort-seeking, instrumental seeking and spiritual support.

Table 2: Adopted from (Stanisławski, 2019)

Folkman and Lazarus (1988) developed a checklist of problem and emotion-focused coping strategies which can be used in a stressful situation. Based on the checklist, scholars noted that the developed coping dimensions were important, but that it needs to be further differentiated (Christmann, Hoffmann, & Bleser, 2017). Although

(Van den Brande, Baillien, De Witte, Vander Elst, & Godderis, 2016) differentiated between the two main coping strategies known as problem-focused and emotion-focused. It is argued that problem-focused coping involves dealing with the sources of stress whereas emotion-focused coping involves efforts made to handle the thoughts and feelings associated with the stressor.

The table below lists all the Coping dimensions also called coping orientation which was developed based on the scales and is has been referred to, as 'coping orientation to problem experience (COPE)' (Jethwani, Mishra, Jethwani, & Sawant, 2014). The COPE concept proposes different coping strategies which individuals normally adopt when experiencing stressful situations.

The COPE scale scores identified four dimensions, the first factor is linked closely with problem-focused coping; the second factor was linked primarily by scales designed to measure emotion-focused coping, but limited, initially considered a problem-focused strategy. A third dimension has to do with seeking social support for the purpose of advice or express emotions, and a fourth dimension is linked with attempts at avoiding dealing with either the problem or the associated emotions.

Table 3 showing 15 scales of the COPE inventory

Developed to assess	COPE scale	Typified by
Problem-focused	Active-coping	Taking steps to eliminate the problem
	Planning	Thinking about dealing with the problem
	Suppression of competing activities	Focus only on the problem
	Restraint-coping	Waiting for the right moment to act
	Instrumental social support	Seeking advice from others
Emotion-focused	Positive reinterpretation	Reframing the stressor in positive terms
	Acceptance	Learning to accept the problem
	Denial	Refusing to believe the problem is real
	Turning to religion	Using faith for support
	Emotional social support	Seeking sympathy from others
Less useful	Focus on & venting emotions	Wanting to express feelings
	Behavioural disengagement	Giving up trying to deal with the problem
	Mental disengagement	Distracting self from thinking about the problem
Recently developed	Substance use	Using alcohol or drugs to reduce distress
	Humour	Making light of the problem

Table 3: Adopted from Litman (2006)

Although a person may use different coping strategies across different life experiences, research suggests it is possible to predict ones' coping strategy due to personality characteristics . Van den Brande et al. (2020) suggest that individual differences in occupational attributional style might prompt workers towards using certain coping strategies in their work organisation. They also argue that workers who attribute stressful workplace events to external temporary and specific causes normally see stressful experiences as something they can fix thereby applying coping strategies that are geared towards solving the problem. This is because positive attributional style relies on the ability of the individual to interpret the experience in a positive light, and greater use of positive restructuring strategies is also expected. Van den Brande et al. (2020) also state that workers who have more negative attributional styles perceive the cause of negative experience in the workplace to be normal and global, in a way that stressful experience may be seen as a regular experience, which may not change. As a result, they may be more likely to engage in avoidance strategies, which allows them to withdraw from problems in the workplace, rather than actively seeking ways to solve them.

There are other coping measurements earlier conceptualised which focused on the attentional style. The measure which examine whether an individual assess a threat, by carefully attending to and probing for information regarding the assessed threat, or whether the individual will utilise a means of distracting attention from the threat and avoiding information about the perceived threat. This behavioural scale has been tested and its effectiveness confirmed in measuring the attentional style of individuals. Folkman, Lazarus, Gruen, and DeLongis (1986) proposed a revised version of the checklist known as the Ways of Coping Questionnaire (WOC). The WOC distinguishes eight diverse forms of coping which measure the thoughts and behaviours an individual displays when coping with a specific stressful event (Lee, Park, & Sim, 2018). Unlike the checklist put forward earlier, the WOC differentiates the coping strategies from the earlier traditionally captured responses known as emotion-focused and problem-focused.

8 forms of coping dimensions/ Ways of Coping WOC

Dimensions	Description
Confronting coping	Confronting coping describes belligerent behaviour by the individual channelled towards changing the situation.
Distancing	Distancing has to do with attempts to deliberately detach oneself from the importance of the stressor and minimise its impact
Self-controlling	Self-controlling has to do with attempts to control the emotions and behaviours, such as keeping feelings to oneself and not acting hastily
Seeking social support	Seeking social support includes attempts to seek tangible, informational, and emotional support
Accepting responsibility	Accepting responsibility has to do with the individual recognising his/her role in the problem, as well as expressing regret or doing something to compensate for it
Escape-avoidance	Escape-avoidance has to do with behaviours and dreaming channelled towards escaping or avoiding the problem. This strategy contrasts with distancing that describes detachment
Planful problem solving	Planful problem solving has to do with active behaviours displays with the aim of changing the situation and the efforts channelled to solve the problem
Positive reappraisal	Lastly, positive reappraisals, which have to do with attempts, aimed at focusing on creating positive meaning through personal growth. This strategy, it is argued, can also involve turning to religious faith

Table 4: Adopted from (Kim, 2015)

Individuals may display characteristic coping patterns or styles. Coping strategies are seen as dispositional variable which refers to the stable characteristics of an individual. Studies indicated three coping strategies which characterize individuals' reactions to stressful experiences, they include problem-focused coping, emotion-focused coping and avoidance coping (Stanisławski, 2019).

Problem-focused coping has to do with an active search for solutions to stressful experiences or events. Problem-focused coping is defined as those problem-focused efforts that are directed at defining the problem, generating alternative solutions, weighing the alternatives in terms of the cost and benefits they pose, and choosing among them, and acting. This will also include strategies directed at the environment, and this form of coping also includes strategies that are focused inwards.

Emotion-focused coping has to do with regulation and control of emotional reactions to stressful situations or happenings but not addressing the real problem. Emotion-focused coping, on the other hand, is defined as the coping which is directed at regulating the emotional response to the issue at hand. Emotion-focused coping is said to include a wide range of coping processes (Kim, 2015). The processes included cognitive strategies which range from efforts intended at decreasing the emotional distress to efforts intended at increasing emotional distress, to efforts intended at paying attention on reassessing an individual's perception of the problem. Emotion-focused coping also takes into consideration the strategies related to an individual's behaviour like meditation, alcohol use or abuse, and sometimes engaging in physical exercise. Since emotion-focused coping included a lot of cognitive and behavioural

strategies. *Avoidance* coping has to do with the mental conditions or behaviours which brings about an escape or separation of the individual from stressful situations or happenings. Examples may include daydreaming or alcohol use.

Positive attributional style entails that one views the causes of a positive experience as internal, stable and global while the causes of negative experience as external, temporal and situational. Whereas the explanatory system occurs for a negative attributional style, where positive experience as seen as external, unstable and situation-specific factors while negative events are seen as stemming from internal, stable and global factors. The next section discusses coping resources.

2.5.2: Coping resources

Within the coping literature, much has been debated on Lazarus and Folkman (1984)'s coping resources. Literature on coping suggests that individuals who have more coping resources are able to better deal with stress . Van den Brande et al. (2020) states that coping resources must be present before stressors occur, and they are 'unlisted' in order to lessen the cost of dealing with such stressors. The table below shows different studies on coping resources areas of focus by different authors.

Table 5. Studies on coping resources

S/ N	Author		Coping resources measured					
1	McCubbin and Patterson (1983)	USA	Personal resources	Internal resources	Social support			
2	Strutton and Lumpkin (1993)	USA	Optimism/Pessimism					
3	Callan, Terry, and Schweitzer (1994)	Australia	Locus of control,	Self-Confidence	Self Esteem	Professional support		
4	Heaney, Price, and Rafferty (1995)	USA	Social support	Perceived support				
5	Westman and Etzion (1995)	Israel	Social support	Sense of control				
6	Srivastava and Sager (1999)	USA	Locus of Control	Self-efficacy	Continuance commitment	Social support		
7	Hoffi-Hofstetter and Mannheim (1999)	Israel	Job involvement	Locus Control	Self-esteem			
8	Ito and Brotheridge (2003)	Canada	Locus control	Participation in decision-making (PDM)	Autonomy	Supervisor and co-workers Social support	Task complexity	Patterns of influence
9	Shen (2009)	China	Social Support	Self-efficacy				
10	Luria and Torjman (2009)	Israel	Locus of control	Self-efficacy	Self-esteem	Emotional stability		
11	(Livneh & Martz, 2014)	USA	Sense of coherence	Hope				
12	(Van den Brande et al., 2016)	Belgium	Social skills	Positive beliefs				

Table 5: Author developed 2019

Van den Brande et al. (2016) considered coping to be the central process in the family's efforts to adapt in a crisis situation. From the table above, this study adopts Locus of control, self-efficacy, self-esteem and sources of support as coping resources.

Locus of control conceptualises a generalised belief, which centres on the perception that rewards, reinforcement and outcomes in life are usually controlled either by one's own actions or by forces outside (Cobb-Clark, Kassenboehmer, & Sinning, 2016). This is because the idea of locus of control has to do with how one is able to internalise a drive towards stress reduction and concerning people's generalised expectancies where they feel they cannot control a stressful experience in their lives.

Self-efficacy relates to a person's believe he or she can perform and produce a specific desired outcome. Self-efficacy is crucial when it comes to stress because it affects one's perception of control and when workers have high self-efficacy, they may have a tendency to successfully influence their environment and accomplish their set goals (Chan et al., 2016).

Self-esteem is an individuals' evaluation of self, which is conditioned by the appraisal of how others perceived the individual. Van den Brande et al. (2016) also suggest that when a worker possesses a high self-esteem, it can be a positive resource and when individuals have high self-esteem, they are less likely to interpret difficulties as indications of their own lack of worth.

Sources of support

Social support refers to the input from one's social network that leads the person into believing that they are "cared for and loved, esteemed and valued, and a member of a network of mutual obligation" (Holland & Collins, 2020).

Family and work are without a doubt the two most important domains of everyday life. Unfortunately, these critical areas of life and work often don't run smoothly but experience what is known as work-family conflict (Zhang, Foley, Li, & Zhu, 2020). The negative impact of this conflict is not limited to one domain alone, however, the same experience might be reduced through a person's social network which provides the needed affection, understanding and appraisal, or even with physical help. A collection of these affection, understanding and appraisal is what scholars referred to as social support. Over the years, considerable research has been carried out linking

a possible interface between social support and other spheres of the work-life study (Blanch & Aluja, 2012; Md-Sidin, Sambasivan, & Ismail, 2010; Michel, Mitchelson, Pichler, & Cullen, 2010; Nabavi & Shahryari, 2012). There are different sources of social support reported in the literature, although the most commonly cited sources are those obtained from work domain which are: managerial support, co-worker support and organizational support. Other studies focused on non-work sources of social support such as spouse, broad family or friends (Zhang et al., 2020). Besides the sources of social support, there are types of social support which includes, emotional and instrumental support. These types of supports are usually distinguished in the literature dealing with work-family conflict. However, Muñoz-Laboy, Severson, Perry, and Guilamo-Ramos (2014) distinguished four types of support: emotional support, instrumental support, informational support and appraisal support.

Emotional support:

Emotional support is the support an employee receives which is concerned with the employees' feelings and in relation to their existence, a feeling of being loved, a provision of empathy, a feeling of being cared for, of trust and love (McMullana, Lapiereb, & Lic, 2018). Emotional support helps workers to cope with the stressful nature of their work, (Pluut, Ilies, Curşeu, & Liu, 2018) which could be overloaded or full of uncertainties and ambiguities. Emotional support in the workplace leads to attachment to the employing organization. Similarly, emotional support from the family leads to an even greater attachment to the family. A high level of such attachment is evidenced by feelings of belonging, pride, and loyalty. When employees are highly committed due to the support they enjoy, they tend to identify with their organization and to be actively involved in the workplace.

Meyer and Maltin (2010) reported from a meta-analysis that work experiences may greatly influence the affective attachment to an organization. Considering that employees tend to engage in enduring exchanges with their immediate supervisor and co-workers, these social interactions in the workplace are likely to shape employees' work experiences. In addition, Kumarasamy, Pangil, and Mohd Isa (2016) claims that emotional support has a great impact on the worker who is the recipient of the support, and argued that it is the provider of the support rather than the type of the support offered that has the greatest impact on the recipient of the support.

Instrumental support

Instrumental support refers to the kind of assistance workers receive that is tangible. It comprised of the things done by others physically or provided with a view to assisting the workers (Muñoz-Laboy et al., 2014). Some other instrumental support may include the provision of financial resources, household goods, transportation, and assistance with cooking, cleaning, and shopping. Instrumental support may also include behavioural support and may include help with childcare, housekeeping. Instrumental support always comes as assistance aiding employees in performing their jobs and may impact employee commitment to the organisation or nurturing turnover intention thus reducing the strain that is experienced on the job (Pluut et al., 2018). In the construction industry, the issue of job overload leading to the work-life conflict has been well documented and this could stem from several related factors such as long working hours, working six days a week, inadequate staffing levels, competing for demands from different domains of life and work. Therefore, instrumental support (where it exist) normally comes to help reduce the stress associated with the demand of work and potential of mitigating negative outcomes where it occurs (Muñoz-Laboy et al., 2014). In addition, the workers, who are at the receiving end of this instrumental support, may make their work more manageable and, therefore reduce the likelihood that individuals would voluntarily withdraw their employment in the company.

Informational support

Informational support represents the third-social support type, and it refers to the help workers receive from others in the form of information. Although, sometimes associated with instrumental support, informational support enables workers to be more effective in tackling workload demand and the stress that associated with it (Pluut et al., 2018). A person who provides information about resources or provides advice and is supporting the workers through information provision. In some cases, Informational support are in the form of feedback and support to enable the workers resolve a personal problem or a problem associated with work which can be in the form of written or verbal information. Informational support refers to the offering of advice, information, guidance or feedback which a worker receives either from a co-worker or a supervisor in relation to work or any other matter that the information is targeted as to address. Cavallo et al. (2014) asserting that when a worker receives informational support from the workplace in the form of disclosures about work, tend to reduce ambiguities in relation to roles and it reduces stress. Cavallo et al. (2014) further states that employees who have a good relationship with their co-workers and

supervisors are most likely to receive organisational support in the form of job-related information, greater job direction, and higher objective performance ratings, and these are critical factors that can lead to a higher sense of personal accomplishment information and assistance with work responsibilities.

Appraisal support:

Appraisal support is providing evaluative feedback to others, this evaluative feedback includes communications of job expectations, evaluations and shared world view. Appraisal support which may lead to technical challenge and appreciation helps a worker to build his or her self-esteem and enhancement of self-worth (Cavallo et al., 2014). When appraisals are given in a constructive manner, it potentially leads the worker to the feeling of being valued by the organisation. The constructive appraisal can increase employees' output and organisational commitment. Appraisal support, as well as informational support, have clear relevance in the work experience of employees because it helps a worker to reappraise a demanding work task which may lead to a reduction of work-family conflict (French, Dumani, Allen, & Shockley, 2018).

Identifying all sources of social support can pose a challenge, however, in general, it is possible to differentiate work-based social support from non-work-based social support. Work-based social support would normally include co-workers, direct supervisor and top management. Kossek, Pichler, Bodner, and Hammer (2011) defined work-based social support as: "the degree to which individuals perceive that their well-being is valued by workplace sources, such as supervisors and the broader organization." By discussing work-related or family-related problems, supervisors have the opportunity to reduce the stress level of an employee. Muñoz-Laboy et al. (2014) opined that in certain cases a supervisor can consider providing more flexibility in the working environment and thus eliminate the effect of stress on work-family conflict. In the same manner, Cavallo et al. (2014) reported that employees who consider their supervisors as supportive show a lower level of work-family conflict than employees who consider their supervisors as less supportive. Conversely, unsupportive, unconcerned or abusive supervisors can increase employees' experience of work-family conflict. Work-related sources can provide all four types of social support. Research usually focused on the combination of both, supervisory and co-workers support which is work-related, however, few studies focused on other sources of social support which is non-work (Holland & Collins, 2020; Zhang et al., 2020).

There are other dimensions that social support supports individuals in striving to balance work and family demands. These different dimensions of includes diverse

social networks, like family which includes spouse, children, close friends, team colleagues, neighbours, organisational personnel that an individual works with, and so on. In addition, researchers have noted the importance of examining the impact of extended family members in work-family studies. This is due to the tendency of family members depending on extended family for both emotional and instrumental support which includes helping with child-care and household chores in order to effectively manage work-family demands. Family members enjoy support from these social networks outside of work and family domains. The support from children may also be a significant resource for social support, because the children can act as substitute parents in handling household responsibilities while parents are at work. Another step towards balancing home and work responsibilities, parents may ask, or enjoy their children to help with household chores, care for younger siblings or elders, shop for food, prepare meals, handle finances, and serve as a confidante in times of stress . Another area where family members receive support in the community. Community support refers to the availability of people who one can easily trust and rely on. This includes the patterns of social ties that an individual has come to form over the years. These social ties play a central role in the physical and psychological integrity of an individual (Kossek, Pichler, et al., 2011). Therefore, the immediate and extended social network of families tends to positively influence their ability to manage the demand for work and family.

Although social support is widely documented to have a positive impact on the psychological wellbeing of workers, the mechanisms behind social support have been much debated. This social premise asserts that social support directly reduces work strain by fulfilling essential human needs, such as affection and security. However, many researchers have argued that social support also exerts an indirect effect on the experience of distress. For example, the buffering hypothesis asserts that social support moderates the effects of perceived occupational stressors on health outcomes (Sochos, Bowers, & Kinman, 2012). Although, debates based on empirical evidence on this issue remains inconsistent.

Summary

This section looked at some theoretical approaches to work-life balance. The approaches were categorised into three groups' namely resources-based approaches, border-based approaches and exchange-based approaches. Resource-based approaches included resources-depletion theory which states that individuals have limited amount of resources (time, energy) which they can commit to a particular

role thereby having fewer resources available for other resources (Ralph et al., 2017). Conservation of resources (COR) on the other hand states that people strive to obtain, build, and protect the resources they value, and they also try to replenish such resources when they are depleted. Conflict only occur when individuals are unable to replenish their resources after a significant investment. The demand control model and job demand resources is based on the assumption that high strain is experienced in jobs with high demand and low control. When an individual experience high job demand and low job control, strain is experienced and when there is high job demand and high job control growth and personal wellbeing takes place.

The border-based approaches included the border theory which deals with how individuals negotiate between their work and family spheres based on physical, temporal, and psychological boundaries while Spillover theory deals with work and family as separate micro-systems and the relationship between them can either be positive or negative. For example, looking at the initial dimensions added by Edwards and Rothbard (2000), an individual's experience with work-related role affects the experiences in their non-work role. These experiences can be either positive or negative. Positive and negative Spillover indicates the benefits or shortcoming of the interdependent relationship between work and non-work domains.

The final category deals with exchange-based theory which includes social exchange theory. Social exchange theory deals with the expectation between individuals engaging in exchange and trusting that their participation will lead to a reward and the reward will justify their investment (Costa et al., 2018). The leader member exchange theory states that leaders establish distinct exchange relationships with each subordinates and leaders' positive behaviours can create indebtedness among employees through forming a favour exchange (Li et al., 2012). The favour exchange leads employees to the feeling of indebtedness including trust, control of organizational resources, competence, and increased sense of satisfaction. The next section discusses the factors of work-life imbalance.

This study adopts the resource-based approaches in its analysis. The resource-based theory highlights the fact that individuals have fixed amount of physical and psychological resources which is utilised in responding to the demand of either life or work. These resources can be time, energy, money, personal characteristics, social network, etc and the involvement of the resources in ones' sphere of life can result in fewer experiences of work-life conflict.

CHAPTER 3: AN OVERVIEW OF NIGERIA'S CONSTRUCTION INDUSTRY

The construction industry plays an important role in the national economy and economic development of any country. In many developing economies, the construction industry plays a vital role in the provision of critical infrastructure like roads, railways, airports, seaports, hospitals, schools, housing including other buildings (Shittu & Shehu, 2010). Consequently, the continual growth of the construction industry in Nigeria can be explained by the need to accommodate demographic and social changes that happen over time. Factors like rising middle class and societal needs for better living condition and infrastructure, migration and urbanisation, all contribute to the cause of growth in the Nigerian construction industry. The construction industry stimulates the growth and development of the economy through a complex system and links to other sectors. Changes in the construction industry affect other sectors through its links (Shittu et al., 2013). These linkages with other sectors provide a more enhanced growth in the economy, as well as the opportunity to foresee blockages and act in time to prevent them from emerging (Shittu et al., 2013).

Although the construction industry to a large extent, is concerned with the development of civil engineering works and heavy infrastructural provisions like roads, railways, bridges, commercial and residential real estate and maintenance (NBS, 2020). Odediran and Olubola (2013) state that every society undergoing transformation and development like Nigeria will require infrastructural development to meet the needs of that society. The construction industry in Nigeria and its continual growth has been attributed to the dynamism of development and the need to accommodate social and demographic changes taking place over time (NBS, 2020). Particularly for Nigeria, the movement of the nations' capital from Lagos to Abuja in the 90s post a considerable infrastructural challenge to the country. Other factors such as rural-urban migration, a rising middle class with their demands for a better living conditions like better houses, good road network, as well as societal need for social infrastructure provided an opportunity for growth of the construction sector (NBS, 2020).

The construction industry in Nigeria predates the nation's independence in 1960. The construction industry was established during the colonial administration. According to the National Bureau of Statistics report (NBS, 2015), organised construction in Nigeria began in the early 1940s with few internationally based construction companies.

These companies have dominated the industry, although generating revenue for the government and creating jobs for the citizenry. The growth continued despite economic downturn in the country over the years. These activities in the industry continued to provide the much-needed infrastructural development of the country. The industry is still dependent heavily on government's expenditure and patronage thereby making its growth synonymous with the country's economic growth or infrastructural development commitment. With the government and its agencies serving as the major partners and clients of the firms within the industry.

In an attempt to loosen up the market due to increase activities in that sector, particularly the need for opening up communities to foster interstate and inter-regional trade and movement, local companies and local investors were encouraged to participate in the industry in various capacity. (NBS, 2015) suggests that investors within the sector have increased and the biggest being the federal Government partnering at different levels both as regulators, purchasers, and financiers. There are several public-private partnerships in the sector which are said to be robust and fuelled by the government's inability in providing the necessary expertise and skills to execute projects. Consequently, the industry has recorded an average growth rate of 18.08% between 2010 and 2012.

Although the Nigerian construction industry is still largely dominated by international firms, the government passed into law what is called a local content bill in 2014 (Reuters 2015 report). The law now provides a level playing field for local indigenous construction companies and it also helps in making it easier for such business and ventures to thrive in the industry.

Nigeria's construction sector accounts for 1.4% of its GDP to the country's overall growth index (Ikuabe & Oke, 2019). This figure is considered a very low contribution to the total GDP despite the growth seen in the construction sector. According to Viteva, (2011) in 1981, the construction sector accounted for 5.8% of Nigeria's GDP and in the last three decades, Nigeria's total GDP has risen to approximately 495 times its size. On the contrary, construction sector GDP has only grown to 125 times its size in 1981. Notably, the drivers of Nigeria's GDP over the last three decades have remained the same.

The construction sector is yet to realise its potentials despite Nigeria's huge deficit in infrastructure. Viveta's report cover three decades and the construction industry was studied in comparison with other activities like crop production. It was discovered that crude oil production and wholesale and retail trade have recorded a 27-year growth

while the construction sector GDP grew at a 21% over the same period. It is evident therefore that Nigeria is way below realising its potential in the construction industry.

Globally, the construction industry is characterised by heavy fixed asset base, hence high operating leverage, depreciation expense and low margins (Ikuabe & Oke, 2019). Given the varied types of construction projects, construction firms are usually specialised and mostly function only in areas of core strength, which are determined by their human capacity and equipment. On a broad scale, construction projects can be divided into three: Building, Civil construction and industrial construction (Odediran & Olubola, 2013).

The construction industry is known as one of the major drivers of growth in other sectors. Because of its reliance extended supply chain have other sectors of the economy like manufacturing agriculture entertainment transportation education health under sports all depend on the construction industry as well as the construction industry relying on them for its performance. The construction industry has the capacity to impact other sectors because of its nature being the infrastructural provider. All other sectors of the economy depend physical infrastructure produced by the construction industry for its production. Oladinrin, Ogunsemi, and Aje (2012) suggested that the construction industry plays an important role in the economy and the activities of the industry are also vital for the achievement of the national socio-economic development goals in the provision of shelter, infrastructure and employment. Construction activities impacts nearly every aspect of the economy. A comparative analysis of the construction sector in other economies of the world, the United Kingdom other European countries reveal that the UK construction sector have been essential in the performance of the economy and a key driver of growth in spite of the challenges experienced in this sector, the construction sector continues to be one of UKs' largest sector and a key source of the UK's value added for employment. According to ONS (2013), the UK construction sector contributes almost £90 billion to the economy, about 6.7% in value added which comprises of over 280,000 businesses responsible for about 2.93 million jobs and this is responsible for about 10% of the UK's total employment. Despite the recent economic and financial challenges which affected most developed economies, construction sector remains one of the largest in Europe measured by employment number and the number of enterprises across the value chain. Construction industry is the sector of the national economy that engages in preparation of land and construction, alteration of roads and alteration of buildings, structures and facilities. The construction industry is the fourth largest contributor to Gross Domestic Product (GDP) in the Australian economy and

plays a major role in determining economic growth. In chain volume terms, the construction industry accounted for 6.8% of GDP in 2008-09, compared with 7.0% in 2007-08. The industry had previously experienced seven consecutive years of growth as a proportion of GDP, since the introduction of the Goods and Services Tax (GST) in 2000-01. As at May quarter 2009 the construction industry employed 9.1% of the Australian workforce, making it Australia's fourth largest industry after banking and finance, manufacturing and health (Davies, 2020).

In Nigeria, very few construction firms operate in all these three classes. This is probably the reason why Julius Berger has become dominant in the industry having demonstrated the capacity in both human, machinery and the expertise to operate across all these three classes of construction projects without being disrupted by the activity of any unit in the sector. Construction sector activities are usually stalled during rainy seasons in Nigeria and the season commences between second and third quarter in the year. This impacts negatively on the earnings patterns of the construction companies. Another form of seasonality in the construction industry also relates to the timing of the release of budgetary allocation for capital expenditure. Based on weather patterns, construction companies in Nigeria typically report higher earnings in the first and fourth quarters of the year (Ikuabe & Oke, 2019).

Nigeria's map

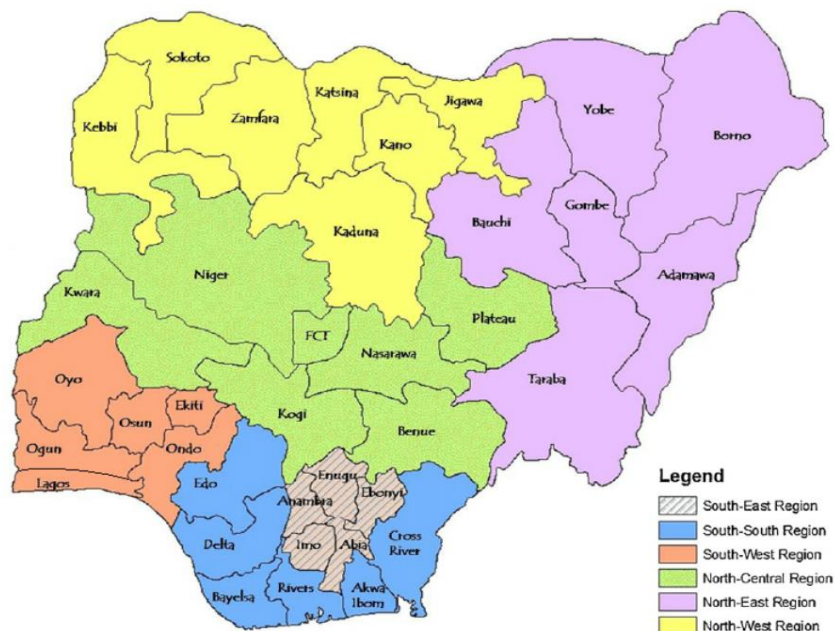


Figure 3: Nigerian Map showing names of states.

Source: CIA Factbook, 2020

3.1 THE STRUCTURE OF THE NIGERIAN CONSTRUCTION INDUSTRY

The structure of Nigerian construction industry is very complex in that it has a wide range of different types of clients and contractors. This consist of public and private clients, main contractors and sub-contractors, one-man firms and international companies, low technology firms and sophisticated specialists, builders and civil engineers and a whole range of construction professionals connected within the industry. The major divisions in the industry are building construction division and civil or heavy engineering construction division. Although the activities in the industry are been carried out on a project basis and could be within an organization or part of a construction programme (Mudi, Bioku, & Kolawole, 2015)

The federal government of Nigeria is often seen to be involved in most complex projects such as road, sea and airport projects and some heavy engineering projects at about 64.9% of the project executed. This is followed by state government which is responsible for about 22.7% of the projects in the industry, although there is still some form of partnering with different groups of investors in the industry. The professionals in the industry are group of individuals often assembled into temporary and functional teams which include architects, engineers, estate surveyors, project managers, quantity surveyors. This group of professionals are expected to possess the relevant skills, knowledge, tools and techniques to achieve the project goals.

The Nigerian construction industry continues to be the major stimulant in the country's economic growth and development. This strong interrelationship between the economy and the construction industry further strengthens the need to ensure that project planning and management are cost-effective (Mudi et al., 2015). But according to Omotayo, Kulatunga, and Bjeirmi (2018) experience has shown that excessive project cost and time overruns have been all too evident involving works undertaken by both the indigenous and foreign contractors. This which were as a result of design errors, unexpected site conditions, increasing project scope, weather conditions and other project changes. It is also evidence that those contractors who are able to perform and deliver their earlier projects successfully fails to deliver similar projects in future and facing time and cost overrun.

In view of this, the iron triangle (on time, under budget, according to specifications) which has been widely accepted criteria for project successful and economic delivery during the last couple of years in the Nigerian construction industry according to Toor

and Ogunlana (2010) can no longer be the sole determinant of project success and economic delivery criteria due to changes in demands of users, evolving environmental regulations, shifting functions of projects, the inherent risks and the inhibiting risk factors associated with construction projects.

Throughout the world, construction industry like many other industries is being transformed to meet the new demands of the twenty-first century. As the business environment within which the construction organizations or companies operate continues to change rapidly. In spite of the many changes which have affected construction industries world-wide, the structure of the Nigerian construction industry in terms of its operations has remained largely unaltered. Hence organizations or companies that fail to adapt and respond to the complexity of the new business environment tend to experience survival problems (Lee & Roberts, 2018).

The Nigerian construction industry has experienced large increase in the number of indigenous Building contractor and quite a large number of multinational Civil Engineering contractors which has rather not impacted positively in project delivery in the industry. The scarcity of foreign exchange leads to frequent shortages of construction materials, most of which are imported. The foreign exchange also hinders attempts to develop local capacity in the production of conventional materials. Local construction materials remain little used owing to the indifference of stakeholders, end users and the absence of strict building regulations application in the industry.

The construction enterprise in Nigeria faces an unfavourable operating environment. The regulatory framework in the industry is generally inappropriate. Contract documents and procurement arrangements are unsuitable considering the technical background of contractors, nature of work undertaken, traditional ways of dispute resolution, and risk allocation principle. Payments to contractors and consultants on public-sector projects undertaken are very poor and delayed in the industry (Mudi et al., 2015). Materials supply and delivery are unreliable. Construction companies in Nigeria also face problems in obtaining finance from the mortgage institutions. The industry is highly fragmented with few multinationals that employ hundreds of labour to the majority of the indigenous contractors that employ less than ten employees in the industry.

With the increased competition in the Nigerian construction industry, construction companies procure many construction projects simultaneously. And in which the execution of multiple projects requires high quality project plans and controls. This therefore holds true for multiple Design and Build construction projects where the design also had to be done by the same construction company. Not only is on-time delivery important, it translates directly into whether the contractor will meet the client requirement, quality and provide a return on investment in the projects. Although majority of the Design & Build (D & B) projects in the industry encounter events and or changes that affect the original plan of executing the project thereby resulting to cost and time overruns. Owing to these challenges and limitations, the construction industry in Nigeria operates with low productivity and relatively high overall cost.

In view of this, according to Isa, Jimoh, and Achuenu (2013), construction stakeholders and construction companies within the Nigerian construction are to apply project improvement initiatives to improve their performance, since the fundamental objectives are to deliver the construction projects to the required quality more quickly and also to improve project performance within budget and requirement.

3.2 MAJOR PLAYERS IN THE NIGERIAN CONSTRUCTION INDUSTRY

The Nigerian construction industry is dominated by international construction firms, although a few smaller local companies are emerging. Julius Berger Nigeria Plc remains the market leader as it has demonstrated clear control of a large chunk of the public sector construction. Although in recent years, the entrance of the Chinese construction companies into the sector means that the dominance of Julius Berger in the industry is being threatened in the long term. For example, the Lagos state government in 2010 appointed China Civil Engineering construction company (CCECC) to handle the Lagos light rail project. The same company was granted the contract for the rehabilitation of the Jebba rail track by the Federal Government under the Public-private partnership (PPP) arrangement. This is an indication that the Chinese construction companies have gained entry Nigeria construction sector (Odediran, Babalola, & Adebisi, 2013). Although Lagos has over the years been the operational base of Julius Berger where most of its pre-cast material are constructed and transported across the country. However, with the apparent entrance of the Chinese firms, it appears that the market shares hitherto held by Julius Berger will be depleted further.

Construction usually is done or coordinated by general contractors, who specialize in one type of construction such as residential or commercial building. They take full responsibility for the complete job, except for specified portions of the work that may be omitted from the general contract. Although general contractors may do a portion of the work with their own crews, they often subcontract most of the work to heavy construction or specialty trade contractors. Specialty trade contractors usually do the work of only one trade, such as painting, carpentry, or electrical work, or of two or more closely related trades, such as plumbing and heating. Beyond fitting their work to that of the other trades, specialty trade contractors have no responsibility for the entire structure. They obtain orders for their work from general contractors, architects, or property owners. Repair work is almost always done on direct order from owners, occupants, architects, or rental agents. According to the ONS (2013), the construction sector can be divided into three major segments which include construction of building by building contractors, or general contractors who specialises in building residential, industrial, commercial and other buildings. The second category is the heavy and civil Engineering construction contractors who handle the building of sewers, roads, highways, bridges, tunnels, and other engineering projects. Specialty trade contractors perform specialised activities relating to construction such as carpentry, painting, plumbing, tiling, and mechanical and electrical works from the third segment. The company that leases heavy earth moving equipment, plant and machineries for construction purposes are also in this category.

3.2.1 Major Construction companies in Nigeria

The medium-size construction companies in Nigeria includes; PW Nigeria, Setraco Nigeria Limited, SCC Nigeria Limited, RCC Nigeria Limited, Costain W.A. Plc, Cappa & D'Alberto, Stabilini Visinoni, Bi-Courtney Limited, Lekki Concession Company, Reynolds Construction Company Ltd and. Others are Gerrawa Global Engineering Limited, Piccolo-Bunelli Engineering Ltd, Kopek Construction, Niger Construction Ltd, Enerco Limited, BoriniProno & Company Limited, Arab Contractors Limited, Triacta Limited, CGC Nigeria Limited, Standard Construction Limited, Dantata & Sawoe Construction Company Nig. Ltd., and Mother Cat Limited. There are also many low-size construction companies that execute large proportion of construction works in the Nigerian construction industry.

3.2.2 Local and International Contractors in the Nigerian Construction Industry

The Nigerian construction industry is dominated by foreign companies in which most of the construction works are been undertaken by multinationals in the construction industry (Tsado, Alumbugu, & Archibong, 2019). According to Odediran et al. (2013), this was as a result of the deficiencies and incapability on the part of the indigenous companies in the areas of financial effectiveness, innovations, dynamism among others. A large proportion of these major constructing companies in the Nigerian construction industry are subsidiaries or affiliates of European, North American and Asian construction firms. The choice and preference for engaging foreign contractors in Nigerian industry as compared with other indigenous contractors is majorly based on the lack of technical competence, deficiency in managerial skills and planning. Others include poor financial management, adaptations to modern innovations among others as observed by Tsado et al. (2019). However, several other indigenous contractors still entered the Nigerian construction industry without any prior experience or technical knowhow of building or civil engineering work. They may start as petty contractors handling only supply of minor building materials until they graduate to actual contracting for the complete execution of construction projects.

Construction companies, mainly from the developed countries, are adopting strategies of internationalization that enable them to benefit from the global construction market. Some American and European construction companies have moved their entire operations to the Middle East, with lower running costs, more work and opportunities. According to Tsado et al. (2019), there are several ways in which construction companies enters the international markets, for instance through; (a) economic booms and, (b) bilateral and multilateral agreements, which set up protocols that enable companies of the participating countries to enter the major corporations. In view of this, to reach a competitive position in the globalized construction market, construction companies are increasingly interested in cross-country performance comparisons.

In Nigeria, many expatriates have been engaged in the Nigerian construction industry since 1974 till date. These expatriates worked with either foreign construction companies or indigenous ones. In order to control the number of expatriates employed by the companies; the Nigerian government set a regulatory framework based on a quota system. A government decree set Nigerian participation in construction companies at 60%. As a result of this, it became essential for some of the foreign construction companies to team up with the existing indigenous

construction companies. This allow for a proportion of Nigerian professional and technical staff to be employed by foreign construction companies who may otherwise prefer to recruit mainly expatriates into their companies.

In the area of specialized work and huge or complex construction projects, some foreign construction companies have an edge over their indigenous counterparts in the construction industry. For example, Julius Berger, which is a German construction company, has been enjoying tremendous goodwill from the Nigerian Government and recently more than many other multi-national construction companies for the execution of many heavy construction projects in many parts of Nigeria. Other construction companies in the industry have attempted to implement systematic methods of performance so as to achieve a sustainable growth, profitability and competitive advantages in the industry.

3.2.3 Overview of the construction companies

This section presents an overview of the construction companies used in the study. This overview looked at the companies' annual turnover, staff strength, major projects undertaken, and location. For details, refer to appendix C

3.2.4 Other organisations in the Nigerian construction Industry.

The Nigerian construction industry has multiple organisations performing several functions. The main organisations who serve as umbrella bodies overseeing the activities of other subsidiary organisations include the federation of Construction Industry (FOCI), and Association of Nigerian Construction Companies (ANCC). These are the recognised organisations by the government, and they are always invited by the government when negotiating for any change within the industry. Other organisations that are encapsulated in the industry at the workers and professional level include.

- 1) Construction and Civil Engineering Senior Staff Association (CCESSA)
- 2) Council of Registered Builders of Nigeria (CORBON)
- 3) Nigerian Institute of Building (NIOB)
- 4) Nigerian Institute of Town Planners (NITP)
- 5) Nigerian Institute of Architects (NIA)
- 6) Association of Consulting Architects Nigeria (ACAN)
- 7) National Union of Civil Engineering Construction, Furniture and Wood Workers (NUCECFWW)

- 8) Nigerian Society of Engineers (NSE)
- 9) Association of Consulting Engineers Nigeria (ACEN)
- 10) Council for the Regulation of Engineering in Nigeria (COREN)

Trade Associations

Just like any other industry, the Nigerian construction industry has over the years enjoyed the partnership of several professional associations, institutes and societies. These include

- a. Nigeria Institute of Architects (NIA)
- b. Nigeria Society of Engineers (NSE)
- c. Nigeria Institute of Surveyors (NIS)
- d. Nigerian Institute of Building (NIOB)

Other trade associations/unions include:

- e. National union of engineering, construction, furniture and wood workers (NUCECFWW)
- f. Nigerian Labour Congress (NLC)

3.2.5 Analysis of the Nigerian construction Industry

3.2.5.1 Industry competitiveness

Using the Porters' five forces model to analyse any industrial positioning is a challenging exercise. This is because the individual force and its applicability to every society is contingent on certain variables like availability of updated information otherwise the analysis will be lopsided in approach and inaccurate to say the least.

3.2.5.2 Supplier Power

Analysing the Nigerian construction industry from the perspective of suppliers' ability to shape the function and output of construction companies is dependent on the availability of raw materials and the type of construction in question. Globally, Cement, aggregates, steel and iron represent the basic materials needed for most construction activities with the construction industry serving as the service arm of building materials sector (Oluwakiyesi, 2011). Nigeria is one of the major producers and distributors of cement in sub-Saharan Africa with companies like Lafarge, Holcim, Heidelberg and Dangote leading the market share (The World Bank Group, 2009). Cement is central to any construction, be it road, housing or 'glamorous projects' (Scrivener, 2008). This brings to bare the uniqueness of the service it brings to the sector, in spite of the size of each market player and with the ever-growing demand of the product due to increasing investment in infrastructure, the suppliers of cement

and other construction materials seem to have some form of power in their hands. This power is even more strengthened with global increase cement demand, (CMAN) minimum CO₂ emission from cement production (Scrivener, 2008). These producers hold sway in the country about price control and fixing, particularly because there has not been any cheap substitute of the product in the country. Other materials used in construction with minimal production in the country like steel has created and maintained enormous power in the hands of the suppliers with the ability to fix and change price at will. The construction industry in Nigeria also relies on foreign suppliers of heavy-duty machinery and earth moving machinery due to the current level of technology in the country. In addition, the construction industry in Nigeria, much like any other industry, relies on the financial sector in meeting the needs of its clients. Suppliers of labour in the Nigerian construction industry are diverse and unorganised. Employers of labour do not engage workers through recruitment agencies but through word-of-mouth and friendly referrals for experienced workers to recommend people who they know might have the required skills needed for the job. Although high skilled workers like engineers, architect, surveyors, enjoy the support of their professional associations who engage with the employers of labour in validating, negotiating, for the wages, conditions of service and employment contract terms.

3.2.5.3 Buyer power

The interesting thing with the Nigerian society is its diversity and multilayer demand for infrastructure. With the enormity of consumers of construction products like housing due to growing middle class and urban housing demand (Makinde, 2014; National Bureau of Statistics, 2008; Oluwakiyesi, 2011), the government itself is yet to put the power in the buyers' hands (Mukhtar, Amirudin, & Mohamad, 2016; Nigeria Vision 2020 Program, 2007; UN-HABITAT, 2008). Analyst using Porter's framework to examine the influence of buyers on the industry concluded that the Nigerian buyer has low power because the industry has high concentration on local market drive (Mukhtar et al., 2016; National Bureau of Statistics, 2008). Although the Nigerian construction industry is growing, with an increased local investment, yet demand outweighs supply leaving the buyer without alternative option for replacement. According to (Cnbc Africa, 2016), Nigerian infrastructural market is emerging and the institutional structure that supports and put power in the hands of buyer is getting stronger with property developers accessing facilities of divers sorts. Institutions like the national housing fund scheme, Lagos homes, and many others are gradually coming up with arrangements that is aimed at diversifying the market.

Despite the growth of the sector and the capacity of players demonstrated in recent years. According to Porter, the buyer of a company's product only has power when the buyer is able to determine and substitute certain products either as a result of price or the availability of substituted product.

The construction industry operates in both the private and public sectors, engaging in three broad areas of activity: residential building, non-residential building and engineering construction. Demand for, and supply of, these services is driven by economic factors including population growth and consumer confidence, changes in interest rates and inflation. Most recently, government policies affecting housing and infrastructure projects like roads, schools and hospitals have been an influence. The availability of resources, such as labour and building materials, and changes within closely linked sectors (e.g., agriculture, mining and manufacturing), also drive change in the industry.

3.2.5.4 Competitive rivalry

Competitive rivalry deals with the intra-industry competition among players. Acknowledging the number of competitors and their capacity to effect any change in the industry, the quality and differentiation that exist among them including the ability of a player to switch and the kind of loyalty that customers have. As far as the construction industry is concerned in Nigeria, there exist very low competition because the industry is capital intensive with only few companies having the capacity to join and compete (Deloitte.com, 2015; Timeric, 2016). One of the major impediments to growth in the industry is its oligopolistic nature perhaps due to high capital needed.

3.2.5.5 Threat of substitution

Threat of substitution in any industry comes with the ability of competitors to create an alternative product or improve the quality of the product on offer that will attract buyers to consider substituting that product. Unfortunately for the construction industry, major variables and materials used in production is the same. With the exception of architectural design and aesthetics, materials like cement, aggregate, steel and iron are the same. This has posed significant challenge for substitution and the cost of such substitution. Although according to (Finkel, 2015), what appears to be an innovation which can be considered a likely substitute to some materials is the introduction of Portland Cement and the innovation reinforced concrete with the Portland cement serving and becoming an artificial binder that held the structures together. However, even with the pre-cast innovation, concrete involving cement,

aggregate and steel will have to be utilised in creating what would have been casted 'on-site' to what is now casted from the factory and 'installed' at the site thus reducing human interaction which cannot be termed as 'substitution' in the truest sense of the word.

3.2.5.6: Threat of new entrant

In terms of the threat of new entrant into the construction industry, it relates to the time and cost of entry. Being a high and capital-intensive industry, it takes a deep consideration and investment to become a competitor. More so with specialist knowledge, economies of scale, cost advantages, technology protection, these have created stiff barriers of entry to prospective entrants. According to (Oluwakiyesi, 2011), with regard to economies of scale in the construction industry, it is difficult to notice. Because unless a company integrate its activities by strategically investing in other units that will boost its timely delivery of projects, the attainment of economies of scale will be an unattained dream. Some of these units that boost timely delivery of projects in the industry are quarries, pre-cast factories, equipment etc. Looking at the capital-intensive nature of each of these needs, no wonder very few companies with such capacities are venturing.

The Nigerian construction industry is more fragmented than its major European competitors and it has higher level of sub-contracting (Ikuabe & Oke, 2019). The efforts of the governments in Nigeria to evolve a sustainable construction industry have realised very limited success primarily because of the trial-and-error approach in regulating and monitoring the activities of the players in the industry.

3.3 AN OVERVIEW OF THE NIGERIAN LABOUR MARKET

This section discusses the Nigerian labour market, including the size of the labour market, unemployment rate, the lack of stable government and labour policies, trade unions. A review on youth employment trends in Nigeria highlights trade, construction, hospitality, and manufacturing (including) as high jobs growth sectors in Nigeria. These sectors represent the principal job creators in the economy, along with administrative and support and education. Although the data these trends only measure formal sector jobs and therefore under-represent other sectors (Allen et al., 2016). Marginal improvement in economic growth has not yet delivered a positive impact on employment levels with just 8% of the adult population employed in the formal sector. 16.7% work in their own business (non-farming) 11.2% in their own business (farming related) and 23.4% rely mainly upon farming for income. ILOSTAT

(2018) data shows that 51.9% of the population aged over 15 years is employed in some form but men are more likely to be employed (56.4%) than women (47.3%) (ILOSTAT, 2018). Inadequate job opportunities are responsible for the high levels of poverty, regional inequalities and social and political unrest. Economic growth has produced some more job and income opportunities, but this is outpaced by high growth in the working age population. Many workers are marginalised by low skills, with women especially trapped in low-productivity subsistence or low paid activities (World Bank, 2015). Most Nigerians are ready to work, with the largest population in Africa (214 million estimates in 2020) over 50% 87 million people were of working age (between 15 and 64 years) (CIA Factbook, 2017). In this group 53 million people were employed and less than 4 million (6%) of the active population were without a job and looking for work (World Bank, 2015). In Nigeria, having a job widely means receiving a wage, enjoying a minimum standard of living and even some social security. Although in Nigeria, some employed individuals work for themselves, or their families or in informal conditions close to home. Some work several jobs and despite this many do not earn enough to escape poverty. There is an established middle class, but many Nigerians live in poverty. For this country to reach its potential given its natural and mineral resources and become a middle-class society, with economic growth transferring down and reducing poverty, Nigeria needs to ensure enough opportunities for gainful employment in the private sector among the rapidly growing population (World Bank, 2016).

The private sector contributes to job creation, although this has resulted in intense struggle for the few jobs available (Ademiluyi & Imhonopi, 2010). The informal sectors comprise of organisations with low capital and are usually family-owned businesses. They mainly have employees who are low skilled workers and usually earn low wages (Mordi & Mmieh, 2010; Mordi, Simpson, Singh, & Okafor, 2010). Other sectors of the labour market include entertainment; agricultural-related manufacturing, textiles, plastics and rubber products, pharmaceuticals and the service industry which constitute a significant part of the structure of the Nigerian labour market (Ademiluyi & Imhonopi, 2010).

A key characteristic of the Nigerian labour market which can affect the WLB policies and practices is the high rate of unemployment in the country 23.1% (NBS, 2018). Nigeria gained independence in 1960; despite several military coups which interrupted successive civilian administrations, Nigerian is currently experiencing its longest period of civilian rule since independence (CIA Factbook, 2017). An additional feature which has a strong hold on WLB policies and practices is the weak collective employee voice (Mordi et al., 2010). Another key characteristic of the Nigerian labour

market is the strong role played by ethnic institutions. Ethnic affiliations not only help individuals gain employment, but also affect individuals' chances of receiving promotions and fringe benefits within the workplace (Mordi et al., 2013). Although there is an official policy on equal opportunities in securing employment and in career progression, the reality in the workplace is very different (Ademiluyi & Imhonopi, 2010; Mordi et al., 2013).

3.3.1 Employment conditions in Nigerian Construction Industry

Construction industry plays major and significant roles in employment creation and economic growth of many nations. Developing countries with infrastructure deficits like Nigeria rely on the construction industry for the purpose of infrastructural development, and the employment conditions of human resources in the sector is critical. Oladinrin et al. (2012) also suggested that in Nigeria, the construction industry is significant in employment generation and economic growth.

In terms of employment data, the construction industry has limited information which has caused considerable challenges to researchers over the years. According to the United Nations Centre for Human Settlement (UNCHS) cited in the world cities report 2016, the construction industry is divided into two parts: The formal and the informal. In addition, Oladapo (2006) had suggested that the construction industry in Nigeria can be classified into the organised formal and the unorganised informal sector. While the formal sector particularly in Nigeria consist of international and indigenous companies, these companies are further classified into small, medium and large-scale players according to their level of capitalisation and annual turnover. These are the companies who attempt to implement employment procedures and working conditions that can be consistent with employment law. The informal sector is characterised by the level of implementing government's regulations on employment practices. The informal sector is characterised by regular casualization of workers and according to Odediran et al. (2013), it is where informality is experienced when workers are engaged, and employment laws and due process are not followed. When it comes to labour relations, employment condition and reward system and working conditions, the informal sector is known for its 'dodgy' unethical (Oyewobi, Ganiyu, Oke, Ola-Awo, & Shittu, 2011) practices leading to much difficulty in accessing accurate data of employment within the industry.

Ikuabe and Oke (2019), reported that the construction sector employed about 17.62 million workers between 1999-2000 alone (both skilled and unskilled). According to NBS (2015), the total workforce engaged in the Nigerian construction industry

between 2010 to 2012 stood at 6,415,082 (2010), 6,620,842 (2011), and 6,913,536 (2012). The yearly increase in the number of workforces in the industry represent 3.21% (2011), and 4.42% (2012). From the report, the Nigerian male employee

3.3.2 The population of the work force - males, females

Employment size			2010	2011	2012
Number of Nigerians engaged	Male		5,861,845	6,065,033	6,327,377
	Female		398,403	396,602	420,779
Number of Non-Nigerians engaged	Male		147,633	150,719	157,664
	Female		7,202	8,488	7,716
Total			6,415,082	6,620,842	6,913,536

Table 6: Population of work force in the Nigerian construction industry

constitutes a large portion of the total number of persons employed in the sector with a percentage share of 91.38% in 2010, 91.61% in 2011 and 91.52% in 2012. The Nigerian female employee in the construction sector stood at 398,403 in 2010, 396,602 in 2011 and 420,779 in 2012. Although there was a consistent increase in the number of Nigerian male employees between 2010 and 2012, the female employees saw a decline in their number by 0.45% between 2010 and 2011, and an increase by 6.10% in 2012. Akinsiku and Ajala (2018) revealed that although female labour force represents about 50 percent of Nigeria's human resources, only 16.3% of the construction industry's workforce are female. Nearly half of the employed women are employed as labourers, 37.5% are employed as secretaries, 10% employed as office staff while 2.5% are employed as craftsmen. The Nigerian minister of works and housing Babatunde Fashola, noted that in May 2016 an additional 17,500 workers were added to the construction sector employment in 2016 due to the Governments release of funds to the companies handling various construction work.

In terms of employment contracts official communication, the Labor Act 2004 recognizes that an employment contract could be oral or written, express or implied, the labour law provides that every employer must give to each of its employees a written contract within three months of the employer engaging the services of the employee (Olulu & Udeorah, 2018). The contract of employment must sufficiently state the particulars of the employer and the employee, the position and job description. The contract must also state other terms and conditions including hours

or work, remuneration, holiday and holiday pay, incapacity due to illness or injury. Companies are advised to ensure that contracts be made in writing for ease of reference and clarity of the employment terms (Beede Emerole & Ogbu Edeh, 2017).

Most corporations, in addition to the contract of employment, also ensure they have a very detailed staff handbook which gives fuller details on other matters necessary for high efficiency and harmony in the employer/employee relationship (Olulu & Udeorah, 2018). Most staff handbook contain information on wages, salaries and mechanisms for adjustment, hours of work, over time, annual holidays and vacation pay, disciplinary procedures, whistle blowing procedures, redundancy principles, pensions, national health insurance scheme (where available), union activities if any.

Probationary period of all employees shall not be less than 2 (two) months and not more than 4 (four) months. Employment during probationary period may be terminated by either party giving to other 2 (two) working days' notice or payment in lieu of notice (Odediran & Babalola, 2013). However, where termination is made after 2 (two) months, the period of notice shall be 10 (ten) working days or payment in lieu of either side. At the end of the probationary period, the employee shall have his employment confirmed in writing (Otobo, 2016).

Employment law in Nigeria is largely employer friendly because there are federal and local employment laws that govern employment contracts, wage administration and hourly pay, discrimination, redundancies, layoffs, terminations which applies both to private and public employers. Nigeria's set of regulatory frameworks is based on the following:

- Pension Reform Act 2004,
- National Industrial Court Act 2006,
- The employee's Compensation Act 2010 and
- The Constitution of Nigeria (Third Alteration) Act 2010 (NISER, 2009)
- Labour Act 2014
- The Trade Union Amended Act 2005
- Factories Act, 2004
- The trade Disputes Act, 2004

These set of regulatory enactments provide a guide and protection both for employers and employees in fulfillment of the provisions of the conventions Nigeria signed (Otobo, 2016). The ministry of Labour and Productivity is the main regulatory and monitoring agency, which enforces these employment standards and regulations in the case of Nigeria, and the Industrial Court handles litigations relating to

discriminatory, harassment or any violation of the provisions of these acts (Odediran & Babalola, 2013).

Under normal circumstances, based on the above laws, as far as labour relations are concerned, Nigeria is said to have made major strides in the direction of and quest for the attainment of international best practice in her industrial relations practice at both individual and collective labour law levels (Ahmed, Abubakar, & Idris, 2014; Uvieghara, 2001). Rightfully so because although most organizations now advertise vacancies on their websites for opportunities, which is a requirement for government regulation and candidates would normally apply for such vacancies in accordance with the requirements provided. However, as Tiemo and Arubayi (2012) argued, the reality in Nigeria is that the culture of discrimination, favoritism is practiced high even among some public establishments, thus defeating the aim of advertising in the first place.

In addition, most established organizations who have more than 50 employees allow their workers to set up unions who represent workers at any collective bargaining session with the organizations. Regarding unfair working hours, discriminatory pay, hazardous working conditions as provided for, in the various laws, the question, therefore, will be whether these rules are being adhered to, whether players in the employment practice of Nigeria practice these numerous conventions to the latter.

Federal Character principle is another employment law by the government which emphasizes a considerable representation (if not equal) to people from all parts of the country in employment. It was designed to give every Nigerian a sense of belonging to the nation regardless of the diversity of culture, language, ethnic origin or even religion (Anyadike, 2013). The principle of federal character was developed to reflect the diversity of the nation in the composition and conduct of both public and private institutions. First introduced by the military administration in 1975 to be enshrined in the constitution had the understanding and presumption that when established and institutions in the country reflect such diversity and pluralism in composition and conduct than a sense of belonging will likely be evoked among the citizenry (Majekodunmi, 2013). The government tries to ensure organizations follow this principle, but the question here is whether this principle is deeply rooted and practiced by players in the country? Whether this principle has been used to address the problem of discrimination in the country particularly in employment among public and private institutions.

CHAPTER 4: METHODOLOGY

4.1: Introduction

This chapter discusses the methodological approach of the study, which guide the entire research. The purpose of this study is to investigate the policies and initiatives of work-life balance within selected construction companies in Nigeria. This study answered three research questions, which centred on the factors and drivers of work-life imbalance, availability and access to organisational policies and initiatives for work-life balance, workers coping strategies and coping resources in their pursuit of work-life balance. In order to investigate and answer these questions, mixed-method approach was used to collect both qualitative and quantitative data which provides a more complete understanding of the research problem than either of the approaches alone (Creswell, 2013). Questionnaires were used in collecting quantitative data from construction workers while semi-structured interviews was used in collecting qualitative data.

4.2: Aims and objectives of the research:

1. To critically examine factors and drivers of work-life (Im)balance among construction workers
2. To critically examine, the availability and uptake to organizational work-life balance policies and initiatives, which affect the pursuit of balance between work and family domains of employees.
3. To evaluate how construction workers, cope as well as the strategies and resources they use in their pursuit of work-life balance in Nigeria.

The next section outlines the research questions.

4.2.1: Research Questions

1. What are the factors and drivers of work-life (Im)balance in the Nigerian construction industry?
2. What are the organisational policies and initiatives for work-life balance in the Nigerian construction industry?
3. What are the coping strategies and coping resources used by workers in their pursuit of work-life balance?

The next section looks at the research philosophy.

4.3: Research Philosophy

As a first step in the methodology of any research, it is important to understand the philosophy influencing the research design and process. A research paradigm is a general way in which the world is viewed (Burrell & Morgan, 1994). The paradigm adopted by any researcher will guide the researcher through the theoretical assumptions. In order to be able to evaluate research quality, it is important to know the process of data collection and analysis and the perspective informing the interpretation of the data (Bryman & Bell, 2007). Creswell (2013) noted that Research philosophies are beliefs, which guide the data collection of a concept, its analysis and utilisation.

The philosophical assumptions of a researcher is traceable from two perspectives – Ontology and Epistemology. These in turn guides and shapes the research among other philosophical assumptions (Saunders, Lewis, & Thornhill, 2016). Ontology and epistemology deals with the nature of knowledge, ontology deals with the **‘what’** the nature of knowledge is and whether such knowledge is the result of an objective investigation or the human mind (Holden & Lynch, 2004). This position presents two worldview of ontology – objective with regards to the construct of knowledge which are external to the social actors and subjective where the knowledge generated is based on the perspective and action of the social actors (Easterby-Smith, Thorpe, & Jackson, 2015).

Epistemology deals with **‘how’** knowledge can be recognised, developed and acknowledged (Bennett, 2009; Steup, Turri, & Sosa, 2014; Vasilachis de Gialdino, 2009) Epistemology considers different ways of approaching research (Easterby-Smith, Thorpe, & Jackson, 2015). According to Eriksson and Kovalainen (2008), epistemology can be objective or subjective; objective epistemology acknowledges the outside world which is hypothetical and impartial, while the subjective epistemology considers the fact that outside world is in the realm of clarifications upon reflection. Hence the epistemological stand, according to Holden and Lynch (2004) can be positivism and interpretivism. The positivist researcher analyses data from the quantitative perspective, for instance, data is collected using questionnaires, surveys, experiments or any other quantitative data collecting method, which is devoid of the influence of the researcher. The interpretive or social constructionist aims at increasing the general understanding of reality, therefore, knowledge is created as the researcher relates and interact with realities (Easterby-Smith et al., 2015; Noor,

2008). This research adopts interpretivism as an underpinning philosophy. The data collected was analysed based on the subjective perception of the research participants and the interpretation was done with the aim of understanding the world as it is. The business environment deals daily with human activities and how interpretations are gained as a result of activities, interpretations and the worldview of construction workers. Interpretivism provides the specifics of the situation in a bid to gain knowledge on how construction workers engage their world of work. Interpretivism aims at understanding the complex nature of the business environment where participants operate to create a clearer picture of the concept under study (Burell & Morgan, 1994; Saunders, Lewis, & Thornhill, 2009).

The construction industry is a complex environment; human interaction takes place at different levels. These multilevel interactions cut across nationalities, experiences, professional disposition and race. This is also applicable to Nigeria which has a complex but growing relationship between the government being the major investor in construction activities and the regulator at the same time. This relationship cuts across employers and employees, professional bodies, workers' associations, trade unions, communities and more. From an interpretive standpoint, a researcher is able to approach research from a subjective lens which provides a link with the experience of the individual, emotions and feelings (Burell & Morgan, 1994). This is why the interpretivist approach became the focus of this research because the researcher wanted to understand the 'world as it is' (construction industry), to also understand the fundamental nature of the social world (experience of construction workers) at the level of subjective view. Thus the outcome of this study has been socially constructed through the opinions of the respondents (Crotty, 1998; Holden & Lynch, 2004) and because this research focuses on understanding a social problem associated with policies and initiatives of work-life balance in the construction industry, Epistemology from the perspective of social constructionism is ideal with the research objectives. This is because the interaction and viewpoint of construction workers will be the an ideal way of answering the research questions and the nature of the research problem investigated in this research informed the choice of the philosophical approach adopted (Creswell & Creswell, 2018).

The next section discusses the research approach.

4.4: Research approach and design

This research investigates the policies and initiatives of work-life balance within selected construction companies in Nigeria. Respondents were drawn from eight construction companies in Abuja and Jos. Because the research approach is the second layer in the research onion, it pertains to the activities carried out in aid of the researcher achieving the research aims and objectives (Easterby-Smith et al., 2015). This is a deductive research, using existing theories to examine the theoretical presuppositions in the construction industry in Nigeria. Deductive research is usually a 'theory testing' research which sets out with a recognized theory in the field and tries to establish whether the theory in question can be applied to certain instances (Hyde, 2000). Research can be deductive or inductive. This is because the process guides the researcher in investigating the impact of policies and initiatives at the organisational level to employees of the industry and the individual coping strategies used in the pursuit of work-life balance. The inductive approach in research can be based on interpretivism, the deductive research approach can be based on positivism when the epistemological perspective is considered (Saunders et al., 2016). The deductive research approach looks at a phenomenon from a broader angle and narrows it down to a specific unit of investigation.

The next section discusses the mixed methods research.

4.4.1: Mixed methods research

According to Johnson, Onwuegbuzie, and Turner (2007), there are three main types of mixed methods research, which include qualitative dominant, pure mixed, and quantitative dominant. Since mixed-method approach has been adopted for this research, Pure Mixed data analysis procedure was adopted because mixing quantitative and qualitative data and approaches can add insights. The concept of work-life balance is largely subjective and individualistic in nature, which makes quantitative research method alone unlikely fit for an in-depth understanding. Interviews, on the other hand, have been advocated as the best way of exploring these complexities (Miles, Huberman, & Saldana, 2013). Regardless of the advantages qualitative interviews may have over quantitative approaches, there are some aspects of work-life balance policies and initiatives, which can be, viewed quantitatively thereby making the use of mixed-methods approach appropriate.

Given that this research investigated the impact of policies and initiatives, factors and drivers as well as strategies or mechanisms used by workers in this industry, it

became necessary to utilise methods, which allowed the collection of robust data that can contribute to knowledge by bridging the gap identified. Mixed-methods research allows the researcher to design an approach that answer the research question (Johnson et al., 2007). A method, which maximises generalizability regarding populations, is able to minimise both internal and external validity threats. In addition, offering precision in control measurement of variables comes from a quantitative approach, and it uses responses transcribed into numeric data to arrive at a conclusion that is measurable (Turner, Cardinal, & Burton, 2015) hence the need for mixed-method in this study.

Mixed method research according to Gibson (2016) is a combination of qualitative and quantitative data, which is converted into numeric data and analysed using either quantitative or qualitative techniques. This definition indicates a bottom-up approach where research question drives the research approach of the design and analysis. Greene, Caracelli, and Graham (1989) highlighted major advantages of combining both qualitative and quantitative data in research. They suggested its benefits through triangulation: which includes complementarity, development and expansion. Complementarity includes elaboration or clarification of the results from one method with the findings from another. Development is explained when a researcher uses the result from one method to help develop the use of the other method and expansion seeks to extend the breadth and range of enquiry by using different methods for different inquiry components. Edmondson and McManus (2007) also indicated how helpful mixed methods can be and under what condition. Particularly in cases where the goal of the research is to increase the validity of new measures through triangulation and generating understanding of the mechanisms underlying quantitative results in at least partially new territory. In as much as quantitative methods are believed to be more appropriate for examining more mature theories likewise qualitative methods are generally attributed as most beneficial for those in early stages of the theories. Thus, theories that are at their early or intermediate maturation stages may be particularly well-served by both methods (Molina-Azorin, Bergh, Corley, & Ketchen Jr, 2017).

As mentioned earlier, if the aim of any research is to explore the meaning of a social phenomenon, then mixed method research will be the right approach. This is because the research tries to understand context rather than controlling it. It also seeks to understand the human potential to analysing, interpreting and providing accurate, all-inclusive and descriptive knowledge on the phenomenon. The society then gains

insight into issues that are of immense importance to it and management practitioners and researchers (Cassell, 2009; Cassell & Symon, 2004).

Gregory and Milner (2009) argued that the combination of both qualitative and quantitative methods provides the best results because as both strategies utilise different methods, they, in turn, eliminate each other's limitation.

In this research, the Quantitative was used because it allows the researcher to cover a bigger number of respondents and their opinions. Quantitative method was also used because it allows for the reliability of the collected data and ensures the elimination of subjectivity of judgment.

The next section discusses the research design.

4.4.2: Research design

This study adopts an exploratory design in order to generate evidence and to answer the research questions. Because the study of work-life balance is relatively at an infancy stage in Nigeria with a limited but growing body of researchers attempting to explore the concept and applying it to different areas of the discipline. Research design is the evidence-generating framework, which is in line with the research questions. Research design can be categorised into four main groups: exploratory research, descriptive research, analytical research and predictive research. Exploratory research is used when there are very few earlier studies in the subject area to which reference can be made. Exploratory research identifies patterns in the study and aims at gaining insights into the subject area (Neelankavil, 2015). Typical techniques used in exploratory research can provide both quantitative and qualitative data set. Exploratory research assesses which existing theories and concepts can be applied to the problem or whether new theories need to be developed or not (Neelankavil, 2015).

The next section discusses Designing the data collection instruments.

4.4.3 Designing the data collection instrument.

Whereas, descriptive research describes the existence of a phenomenon through a well-structured and understood concepts, the analytical research aims to understand a given phenomenon by discovering and measuring causal relations among them (Calmorin, 2007). The analytical or explanatory research is concerned with analysing

and explaining why or how the phenomenon being investigated happens. In this study, the data collection instrument was designed following the work of (Lingard et al 2007) Improving employees' WLB in the construction industry, Bardoel, Tharenou & Moss 2013, Organizational Predictors of W-Family Practices, Lingard & Francis 2004 The work-life experiences of office and site-based employees in the Australian construction industry and Work-life balance staff survey by Oxford Brookes University. The instruments were designed borrowing questions from the studies mentioned above to guide in the design of questionnaire and interview questions. The self-completion questionnaire which focused on workers' background information, issues around caring responsibilities, support received, their knowledge on, and experience of work and life challenges, stress and exhaustion and workers' coping strategies and coping resources. These were then shared among the respondents in the selected Nigerian construction companies. Respondents were asked to fill the questionnaires at their convenience and the researcher returned on other days to collect them.

4.5: Data collection

Because of the research approach, two data collection instruments were used to collect both qualitative and quantitative data. The distribution and collection of the questionnaires and the interviews (which run concurrently) lasted between April and July 2017. Three hundred and five (306) questionnaires were returned out of four hundred and eighty (480) questionnaires distributed. This brings a response rate of 63.5%. The questionnaire was designed, and the interview questions were all based on the research objectives and sampling technique was based on various research approaches identified in the literature review in chapter 2.

4.6: Data analysis

4.6.1: Analysing qualitative data

Analysing qualitative data is known to be an arduous task because Qualitative data is fundamentally not a mechanical or technical exercise (Miles et al., 2013). The dynamism associated with qualitative data is the intuitiveness and creative nature of the process of inductive reasoning. Ghauri and Gronhaug (2005), asserts that 'data' in their raw forms carry information and in order to become information, the data must be interpreted. Although the distinction between quantitative and qualitative data is not easy, however, qualitative data is defined as a set of information captured from

words and images that is not numerical in nature, while quantitative data are measures of values or counts that are captured as numbers, it is about numeric variables (Saunders et al., 2016). It could be concepts, opinions, values and behaviours of people in a social context. These words and images are dynamic in nature and are likely to have multiple and unclear meanings. Which will require careful exploration to make sense of it (Bryman & Bell, 2007).

In this study, the thematic analysis of the qualitative data was guided by (Miles et al., 2013) three-stage analysis process which involves data reduction, data display and conclusion drawing.

Adopting the suggested approach, it allowed the raw data to be condensed into a brief summary format. The repeated reading of the data and coding allowed the researcher to establish the links between the research findings and the raw data and provided a way of ensuring transparency and justification of the findings. During the data analysis, a careful consideration was given to the research question in order to explore workers' perception of the factors and drivers of work-life imbalance, availability, access and utilisation of organisational work-life balance policies and initiatives as well as workers' coping strategy and coping resources in the pursuit of balance between work and family life.

In order to obtain an unbiased view of the respondents' work-life balance experiences, the transcripts were read repeatedly. The audiotape recorded during the interview process were listened to repeatedly at the same time while reviewing the transcript. This was to ensure that the viewpoints of the respondents were clearly understood. The notes that were taken during the interview process, which outlines respondents' unspoken body language and reaction, was used in the analysis of the data collected. The themes that emerged from the transcripts were helpful in providing guidelines while analysing the data through theoretical lenses and according to the research questions. Thematic analysis was based on the suggestion of Bryman and Bell (2007), on thematic analysis which involves the grouping of common responses and outlining of distinct findings when analysing the data. Particularly with qualitative data, thematic encoding is common. Respondents were identified with their interview numbers and not their names in line with anonymity and confidentiality.

4.6.2: Coding process – qualitative data

Coding is an interpretive technique that organises data as well as providing a means to introduce and interpret the data as information. The coding began with reading the data, segmenting it and then identifying the general idea, instance and then the theme

(Saldana, 2015). The aim was to facilitate developing a detailed understanding of the phenomena which the data is represented (Silver & Lewins, 2014).

When the transcripts were uploaded into NVivo 12, the process of analysis commenced with the identification, coding and creation of emerging themes from the documents uploaded. The qualitative data was collected from different levels of employees in all the companies and they include the Top management, middle management and low-level workers. The Top-level management and middle-level management were interviewed on organisational policies and initiatives for work-life balance, low-level workers were interviewed on policy availability, access as well as workers' coping strategy and coping resources used for work-life balance.

4.6.3: Analysing quantitative data

The choice of thematic analysis is because of its relevance to the research method and the flexibility it provides. Braun and Clarke (2006) suggested that thematic analysis is good for early researchers because it allows the researcher to modify the approach of the studies which will provide a rich, detailed, yet complex account of data. Early researchers find it easy to use as it does not require a detailed theoretical and technological knowledge of other approaches while offering a more accessible form of data analysis. Braun and Clarke (2006) and Nowell, Norris, White, and Moules (2017) also suggested that thematic analysis is useful in summarizing key features of a large data set because of its well-structured approach in data handling leading to a final report that is clear and organised.

As chapter 5 indicates, the 89 questions in the questionnaire was entered into SPSS one by one and coded accordingly. Likert scale questions were statistically analysed to establish the level of agreement or disagreement with statements and questions. Some of the questions used a five-point Likert scale, which is a bipolar scaling method that is easy to construct and administer. The questionnaire was divided into eight sections which consisted of 7 questions on background information, 10 questions on caring responsibilities, 4 Likert scales category bothering on view about work, views on work and life, stress and work, and coping strategies. The other set of questions are on work-life balance policy initiatives provision, access, usage and reasons for using policies. All questions in the questionnaire were designed to take approximately 10 minutes to complete. A five-point Likert scale questions was used because it allows broad information gathering in a concise way. The 5-point-Likert scale was used for research question two and three. This is used for analysing organisational initiatives for work-life balance, its availability, workers knowledge whether they are

offered or not, workers access to such policies and for what purpose did workers utilised the policies for.

4.7: Ethical Issues

According to Bryman and Bell (2015), five major ethical considerations are significant in a study of this nature. These are harm to respondents, lack of informed consent, confidentiality/anonymity, invasion of privacy, and deception.

While carrying out this research, all respondents were asked to sign a consent form as proof they accepted to participate in the research. Respondents were also informed during the interview and while filling out the questionnaire what the study was about, and they were assured that their confidentiality and anonymity would be maintained throughout the study and they would not be referred to by their actual names but codes that would be created. Respondents were also assured that the research was voluntary, and they could withdraw their participation from the interview at any time. A sample of the consent form is attached in the appendix section. Respondents were informed if at any stage of the interview they wanted to withdraw, they were allowed to do so.

Regarding harm to respondents, to the best of our knowledge, there was no expected repercussion to any of the respondents.

With regards to invasion of privacy, the researcher ensured there was minimised invasion all interviews were conducted in the respondents' offices. All questions were about work and were strictly vetted to ensure there was not any sensitive question.

Deception: to avoid deception, all respondents were interviewed in their workplaces and the researcher made sure all respondents were employees of the companies who were working on the construction sites. The answers given were checked to be sure they were reasonable to avoid deception.

Data management: The data collected was kept in a locker which only the researcher has access.

The consent form included the researchers' email address and mobile number so they can contact the researcher if they wish. None of the respondents contacted the researcher to withdraw their earlier given consent. The next section discusses validity and reliability.

4.8: Validity reliability and Bias

External and Internal validity are the two main validity in research. Internal validity, on the one hand, is concerned with the accuracy of the information provided; i.e how close is the information provided equals reality (Bryman and Bell, 2015). When the study relies on the researchers coding, it may be subjected to inherent bias and potentially result in doubts about the reliability and validity of the data (Saunders, Lewis and Thornhill, 2016). In order to avoid this, in the study the researcher invited another researcher to review the data analysis process. External validity on the other hand or generalisation is the judgement that the result of the study can be generalised to a larger population (Saunders, Lewis and Thornhill, 2016). In order to ensure the validity of this study and the research findings, respondents were invited to give feedback on the transcripts of their recorded interviews.

Reliability of a study has to do with the question whether the result of the study can be repeated. This can be undertaken in both quantitative and qualitative research (Saunders, Lewis and Thornhill, 2016). Reliability can be determined by the relative absence of errors in the quantitative measuring instrument while qualitative researchers view reliability as the fit between the data collected and what occurs during the study (Saunders, Lewis and Thornhill, 2016). Internal consistency relates to correlating the responses to each question in the questionnaire alongside those of other questions in the questionnaire. Reliability, therefore, measures the consistency of responses across either all the questions or a subgroup of the question from the questionnaire.

According to Hartman, Forsen, Wallace, and Neely (2002), there are various forms of biases in data collection, which includes personal, selection and measurement. In this research, the researcher tried avoiding all personal bias. This was ensured by allowing the process of data collection to unfold naturally without interference. Because researcher used snowball sampling, which means that some participants were referred to take part in the study perhaps due to their knowledge of the subject matter or involvement in the industry. Selection bias, therefore, was not avoided. Volunteer or referral bias was avoided because individuals who would have volunteered to participate in the study were avoided (Hartman et al., 2002). Undocumented past experiences of respondents weren't difficult to recall as all respondents, depending on their company and industry experience recalled and narrated their experiences and how it impacted their individual families. Because the

interview was semi-structured it allowed the researcher to be more in-depth and vigorous with the respondents in probing further during the interview process. Withdrawal bias was not experienced during data collection as all respondents gave their consent and did not withdraw in the course of the data collection.

4.9: Research Sample

Due to challenges associated with access in organisational research (Smyth & Holian, 2008) participants in this research emerged based on recommendation from other employees. The sampling technique adopted for this study is non-probability sampling methods, and snowball sampling has been specifically adopted because of the nature of the industry. Whereas non-probability sampling involves people, volunteers, purposive sampling, hazard sampling or quota sampling; probability-sampling methods on the other hand, involve random, stratified, systematic, cluster sampling and multistage area sampling (Weisberg, Krosnick and Bowen, 1996). Walliman (2006) noted that theoretical sampling which can be a form of non-probability sampling targets the population with adequate knowledge and experience. Although the researcher had worked in the industry, (Smyth & Holian, 2008) argued that researches may have difficulty accessing company workers due to the fear they may be exposed if they are identified by their superiors.

The construction industry appears to be a closed industry with different level of stakeholders who might feel uncomfortable sharing information with a stranger. However, when that stranger happens to come from a known acquaintance, access becomes easy and information required by the researcher is without any hesitation. The researcher utilised this medium in accessing participants.

Although access was a big problem, when most of the contacts in the companies earlier contacted could not return all calls made to them in respect to this research. Some of the contacts claimed to have travelled out of Abuja for an official assignment and could not help. For some time, the prospect of accessing these companies seemed bleak until a known contact linked the researcher with another government official. The government had contact in some of the companies in Abuja because the government official comes from the ministry that supervise all construction companies in Abuja. The official then introduced the researcher to one of the company officials as his younger brother and that he needed all the assistance he can get in accessing people to fill out his questionnaire and respond to interviews. The government official then 'handed' the researcher to his contact in the company. The official then collected

questionnaires and distributed to other employees of the company and through that connection other respondents were recommended, and access was granted for all the quantitative and qualitative data collected in all the companies.

4.10: Summary of respondents' demographic information

The table below shows the codes of companies where data was collected, the location of data collection and the number of interviews and questionnaire returned.

Company	Location	Number of interviews	Questionnaires returned
COY 1	Jos and Abuja	16	86
COY 2	Jos	11	64
COY3	Jos	3	30
COY4	Abuja	11	32
COY5	Jos	3	29
COY6	Abuja	2	20
COY7	Abuja	4	23
COY8	Abuja	4	21
Total		54	305

Table 7: Data collected by companies.

Table 7 shows the list of companies and the number of respondents who were interviewed including the number of questionnaires that were returned. The company with the highest number of respondents is Coy 1 which has a total of 102 respondents while the company with the lowest respondents in the research is COY 6 which has a total of 22 respondents. Both the interview and questionnaire data were collected at Abuja the Federal Capital Territory and Jos the capital of Plateau State. The next section presents demographic information of respondents.

4.10.1: Gender distribution of respondents

From the responses collected, 86% (n=320) were male respondents while female respondents accounted for 14% (n=50). Table 7 shows the gender distribution of respondents.

	Frequency	Percentage
Male	320	86%
Female	50	14%
Total	370	100.00 %

Table 8: Respondents' gender

4.10.2: Age range of respondents

Table 9 shows the age distribution of the respondents.

	0 -18 yrs	19 - 25 yrs	26 - 35 yrs	36 - 45 yrs	46 - 55 yrs	56 ≥
Frequency	1	31	107	118	44	5
Percentage	(0%)	(10%)	(35%)	(39%)	(14%)	(2%)

Table 9: age range of respondents

Table 9 shows the age distribution of respondents is as follows: 10% of the respondents (n=31) were between 19 to 25 years old, 35% percent of the respondents (n=107) were aged between 26 and 35 years. 39% of the respondents (n=118) were aged between 36 and 45 years. This is the highest age group represented among the total research respondents. Ages 46 to 55 years accounted for 14% (n=44) while ages 56 and above accounted for 2% of the total respondents (n=5).

4.10.3: Descriptive statistics of quantitative respondents'

The table below presents the descriptive statistics of the quantitative respondents.

Descriptive Statistics of respondents' demographic information								
Back of ch4 table only	N		Mean	Median	Mode	Std. Deviation	Variance	Range
	Valid	Missing						
Age ranges	306	0	3.61	4.00	4	0.921	0.848	5
Gender (1=male, 2=female)	306	0	1.14	1.00	1	0.345	0.119	1
Marital Status	305	1	1.32	1.00	1	0.482	0.232	2
Education	306	0	3.03	3.00	3	0.851	0.724	3
Hours of work	306	0	2.80	3.00	3	1.003	1.006	3
Income range per annum	303	3	4.09	5.00	5	1.310	1.717	4
Company experience	306	0	1.92	2.00	1	0.915	0.837	4
Industry experience	306	0	2.03	2.00	1	0.937	0.878	4

Table 10: Descriptive statistics of quantitative respondents' demographic information

From the quantitative data collected, Table 10 reveal the descriptive statistics of the respondents. From the total N=306 respondents, the Mean distribution of Age ranges indicates that majority of the respondents in this study falls within the age range of 26 and 45 years. The Median score for age found out is 4 which is the exact mid-point of the set of values in the data. Based on the coding, this score shows that the median for age distribution lies between 36 to 45 years which is the midpoint of the set of values in the data. The SD = 0.921 indicated the degree of the spread between variables. The measures of dispersion for age were 0.848.

The Mean distribution of the gender has 1.14. Respondents were coded in the line of 1 representing male while 2 represented female. The Mean descriptive statistics means that a significant number of the respondents are male. The result shows a Median of 1 and a standard deviation of 0.342 which is the spread between each value and the mean.

The Marital Status of respondents had a Mean distribution of 1.32 a Median of 1.0 and a Mode of 1 respectively. This means more than half of the respondents were married.

The distribution of educational qualifications of the respondents indicated that Mean = 3.03 meaning majority of the respondents had Polytechnic/ College education, the Median of 3.00 also confirms the fact that most of the respondents had Polytechnic/college education. The Mode further confirms this distribution with 3 being the most frequent in appearance.

Hours of work had a Mean of 2.80 which means a large number of respondents work between 21 to 60 hours per week, while the Median showed a mid-point of 3 and the Mode also showed the number of most frequent appearances as 3 which refer to working between 41 to 60 hours per week.

The annual income range of the respondents indicated a Mean of 4.09 and a Median of 5.00 including a Mode of 5 which means that a significant number of respondents had their income of N201, 000 (approximately \$551) and above per annum.

With regards to company experience, participants' Mean was 1.92 which means workers' experiences, range between 0 to 10 years. The Median revealed a score of 2.00 and a mode of 1 which further confirms the fact that respondents' company experience ranges between 0 to 10 years. In terms of Industry experience, the Mean score was 2.03 while the Median score for Industry experience is 2.00 which means that workers experience ranges between 6 to 10 years.

4.10.4: Summary of qualitative respondents'

A summary of the qualitative sample of the background data on all the companies reported in this study is presented Table 11 below. The table presents a glimpse of the interviews conducted. Respondents have been coded based on companies reported which are also coded in line with the ethics of the research. The table highlights respondents' work categories/positions, gender, marital status, location of interview, company experience and industry experience.

CODE	Company	Position/ Category	Gender	Marital status	Location of int'view	Company Experience	Industry Experience
INTV01	COY2	Excavator operator	Male	Married	Jos	13 yrs	18
INTV02	COY1	Grader/Pay loader operator	Male	Married	Jos	17	17
INTV03	COY2	Pay loader operator	Male	Married	Jos	8	8
INTV04	COY4	Technical Mgr. & Chief Quantity Surv.	Male	Married	Abuja	10	30
INTV05	COY4	Mining Engr. & Quality assurance	Male	Married	Abuja	5	5
INTV06	COY4	Secretary Engineering Division	Male	Married	Abuja	37	37
INTV07	COY4	Project Engr.	Male	Married	Abuja	12	12
INTV08	COY4	Ticketing/Admin Officer	Male	Single	Abuja	4	4
INTV09	COY4	Snr. Accountant	Male	Married	Abuja	7	7

INTV10	COY4	Cost Control Manager	Male	Married	Abuja	31	31
INTV11	COY4	PA/Secretary to MD	Male	Married	Abuja	32	32
INTV12	COY4	Personnel Mgr.	Male	Married	Abuja	24	24
INTV13	FMWH	Deputy Director	Male	Married	Abuja	5	10
INTV14	FMWH	Asst. Chief Engr	Male	Married	Abuja	3	15
INTV15	COY2	Site Engr.	Male	Married	Jos	6	10
INTV16	COY2	Site Administrator	Male	Married	Jos	9	9
INTV17	COY2	Snr. Quality control Manager	Male	Single	Jos	8	11
INTV18	COY2	Snr Project Engr.	Male	Married	Jos	4	17
INTV19	COY8	Accountant	Male	Single	Abuja	1	1
INTV20	COY8	Head Finance & Accounts	Female	Married	Abuja	6	13
INTV21	COY8	Admin Officer	Female	Single	Abuja	6	6
INTV22	COY8	Group head Admin	Female	Married	Abuja	10	10
INTV23	COY2	Asst. Engr	Male	Single	Jos	3	5
INTV24	COY2	Asst. Lab Technician	Male	Married	Jos	5	5
INTV25	COY2	Student Engr.	Male	Single	Jos	1	1
INTV26	COY3	Project Manager	Male	Married	Jos	7	15
INTV27	COY5	Civil Engr.	Male	Single	Jos	4	4
INTV28	COY5	MD/ CEO	Male	Married	Jos	4	15
INTV29	COY5	Asst. Engr.	Male	Single	Jos	3	3
INTV30	COY1	Civil engineer	Male	Single	Abuja	5	7
INTV31	COY1	Quantity surveyor	Male	Single	Abuja	5	7
INTV32	COY1	Civil Engr	Male	Married	Abuja	5	5
INTV33	COY1	Accounts clerk	Female	Married	Abuja	15	15
INTV34	COY1	Asst. Admin Manager	Male	Married	Abuja	1	1
INTV35	COY3	Snr. Operator	Male	Married	Jos	28	28
INTV36	COY3	Earth moving Supervisor	Male	Married	Jos	5	15
INTV37	COY1	Graduate Engr	Male	Married	Abuja	8	8
INTV38	COY1	Snr. Wages Clerk	Male	Married	Abuja	16	16
INTV39	COY1	Surveyor	Female	Married	Abuja	15	15
INTV40	COY1	Structural/Building Engr	Male	Married	Abuja	11	11
INTV41	COY1	Driver	Male	Married	Abuja	12	12
INTV42	COY1	Surveyor	Female	Widow	Abuja	12	12
INTV43	COY7	HR Manager	Male	Married	Abuja	13	13
INTV44	COY7	Foreman	Male	Married	Abuja	19	19
INTV45	COY7	Foreman	Male	Married	Abuja	17	17
INTV46	COY7	Transport Officer	Male	Married	Abuja	10	10
INTV47	COY1	Assistant Superintendent	Male	Married	Abuja	25	32
INTV48	COY1	Project Coordinator	Male	Married	Abuja	25	25
INTV49	COY1	Snr. Checker Foreman	Male	Married	Abuja	26	26
INTV50	COY1	Storekeeper	Male	Married	Abuja	15	20

INTV51	COY1	Health & Safety Manager	Male	Married	Abuja	26	26
INTV52	NUCECFWW	General Secretary	Male	Married	Abuja	4	17
INTV53	Fed. Min. of Labour	Asst. Directors		Married	Abuja	5	34
INTV54	FCDA	Deputy Director	Male	Married	Abuja	6	15
INTV55	FCDA	Asst. Director	Male	Married	Abuja	3	26
INTV56	FCDA	Asst. Director	Male	Married	Abuja	4	24
INTV57	COY6	Head of Admin	Male	Married	Abuja	16	25
INTV58	COY6	Personnel Manager	Male	Married	Abuja	9	9
INTV59	COY2	Transport Mechanic	Male	Married	Jos	10	17
INTV60	COY2	Truck driver	Male	Married	Jos	14	14
INTV61	NUCECFWW	Zonal Secretary	Male	Married	Jos	16	16
INTV62	COY2	Electrician	Male	Married	Jos	8	8

Table 11: Background data of qualitative respondents

Source: Field survey (2017)

The next chapter discusses the research findings

CHAPTER 5: QUANTITATIVE DATA FINDINGS AND ANALYSIS

This chapter presents the results of quantitative data.

5.1: FACTORS AFFECTING THE WORK-LIFE BALANCE OF WORKERS IN THE NIGERIAN CONSTRUCTION INDUSTRY

5.1.1: Pay and Qualification.

This section discusses pay and qualification as factors affecting the work-life balance of construction workers. The workers were asked for their views on whether the salaries they receive is sufficient to meet their basic and family needs. respondents were also asked whether they feel they are adequately paid for the efforts they put in including how qualified they are, in doing their work. Their responses are shown in table 12 below.

Workers responses on pay and qualification.

		Strongly agree. 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree. 1	total	Mean	SD	Level of agreement
My salary is enough to take care of my basic needs	Freq	11	55	47	125	67	305	2.40	2.15	Low
	%	4%	18%	15%	41%	22%				
My salary is sufficient to meet my family needs	Freq	8	17	57	139	74	295	2.14	1.83	Low
	%	3%	6%	19%	47%	25%				
I feel adequately paid for the effort I put in	Freq	24	73	52	118	34	301	2.78	2.52	Moderate
	%	8%	24%	17%	39%	11%				
I feel overqualified for my work	Freq	55	108	68	56	12	299	3.46	3.12	High
	%	18%	36%	23%	19%	4%				
I feel adequately qualified to do my work	Freq	86	170	24	17	3	300	4.06	3.62	High
	%	29%	57%	8%	6%	1%				

Table 12: Workers' responses on pay and qualification.

Responses were calculated and presented using Mean and Standard Deviation including their level of agreement with the statements presented to the respondents.

From the results, the workers showed low levels of agreement with the statement that relates to how they felt their salaries were enough in taking care of their needs. The response regarding the statement about being adequately paid for the efforts they put in had a moderate level of agreement because of the mean score of 2.78. This therefore shows that the direction of agreement is tending towards low. The results also showed a high level of agreement with the statement relating to how qualified the workers feel about their work.

5.1.1.1: Income range of respondents

Workers were asked to identify categories of their income range and their responses are presented in the table below.

	≤ ₦50,000	₦51,000 – ₦100,000	₦101,000 – ₦150,000	₦151,000 – ₦200,000	₦201,000 & ≥
Frequency	16	41	28	33	185
Percentage	5%	14%	9%	11%	61%

Table 13: workers income range

Table 13 shows the distribution of respondents by their annual pay range. 16 (5%) of the respondents indicated they get less than ₦50, 000 (fifty thousand Naira) per annum. 41 (14%) of the respondents indicated they earn between fifty-one and one hundred thousand (₦51, 000 – ₦100, 000) Naira. The third category of respondents are those who are paid between ₦101, 000 to ₦150, 000 (One hundred and one to one hundred and fifty thousand naira) which had 28 (9%). 33 (11%) of the respondents confirmed their annual pay range is between ₦151, 000 to ₦200, 000 while the last category with an annual pay range between ₦201, 000 and above had 185 (61%).

5.1.1.2: Educational level of respondents

Workers were asked about to identify their level of education, and their responses are presented in the table below.

Primary	Secondary	Polytechnic/College	University
13	67	124	102
4%	22%	41%	33%

Table 14: workers educational level

The responses show 41% of the respondents (n=124) had polytechnic and college qualification. 33% of the respondents (n=102) were university graduates. These make up to 74% of the total respondents. In addition, 22% of the respondents (n=67) had secondary school qualification while 4% (n=13) had primary school leaving certificate. The next section presents results on company and industry experience.

5.1.1.3: Company and Industry experience of respondents

Workers were asked about their company and industry experience. The table below their responses

Company experience of respondents	Years range	0 – 5 years	6 – 10 years	11 – 20 years	21 – 30 years	Over 30 years
	Frequency	138	112	90	23	7
	Percentage	(37%)	(30%)	(24%)	(6%)	(2%)
Industry experience of respondents	Frequency	135	107	107	18	3
	percentage	(36%)	(29%)	(29%)	(5%)	(1%)

Table 15: Workers company and industry experience

Most of the respondents fell into the category of workers with 0 to 5 years' experience both at the industry and company level at large, 37% (n=138) and 36% (n=135) respectively. Respondents with 6 to 10 years' experience also had a 30% (n=112) and 29% (n=107) representation in terms of company and industry experience respectively. For the respondents with 11 to 20 years' experience, there was a total of 24% (n=90) and 29% (n=107) which represents both company and industry experience respectively. Respondents with more working experience, ranging between 21 to 30 years, account for 6% (n=23) and 5% (n=18) for company and industry experience respectively. The last category indicated the category of those with company and industry experience ranging over 30 years. These set account for 2% (n=7) and 1% (n=3) respectively.

The next section presents results on working hours, overtime and of job security

5.1.2: Working hours, overtime and job security.

This section discusses working hours, overtime and job security as factors affecting work-life balance of construction workers. The workers were asked for their views on whether they are paid or unpaid for regularly working overtime, whether they feel threatened in their workplace, whether have job control, whether they are worried about the lack of job security. Their responses are presented in table 16 below.

		Strongly agree. 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree. 1	total	Mean	SD	Level of agreement
I regularly work over-time without pay	Freq	20	98	25	92	62	297	2.74	2.54	Moderate
	%	7%	33%	8%	31%	21%				
I regularly work overtime with pay	Freq	21	86	27	127	39	300	2.74	2.50	Moderate
	%	7%	29%	9%	42%	13%				

I feel I work a risky job	Freq	37	94	44	89	37	301	3.02	2.77	Moderate
	%	12%	31%	15%	30%	12%				
I do not feel threatened in my workplace	Freq	35	129	39	81	14	298	2.70	2.42	Moderate
	%	12%	43%	13%	27%	5%				
I have enough control over my work	Freq	24	71	55	110	45	305	3.27	2.97	Moderate
	%	8%	23%	18%	36%	15%				
I feel my work is secured	Freq	36	95	50	98	18	297	2.89	2.61	Moderate
	%	12%	32%	17%	33%	6%				
I feel worried about lack of Job security	Freq	121	123	31	25	6	306	4.07	3.67	High
	%	40%	40%	10%	8%	2%				

Table 16: workers responses on working hours, overtime and Job security

From the results, the workers have varying degree of the levels of agreement with the statements. The statements about working overtime with or without pay had a moderate level of agreement. However, with a mean of 2.74, this shows the level of agreement is going towards the direction of low level. The perception of the workers about the feeling of risk in their jobs has a moderate level of agreement. However, with a Mean score of 3.02, it shows that the direction of the agreement is tending towards high. The statements about the feeling of being threatened at work, having job control and the feeling that their work is secured were negatively paused. In this case, these set of statements were reversely coded and the Mean of the statement about the feeling of being threatened at the workplace had a moderate level of agreement. Also, with a Mean score of 2.70, this shows the level of agreement is going towards the direction of low. The statement about job control also had a moderate level of agreement. But with a Mean score of 3.27, this shows the level of agreement is going towards the direction of high. The statement about the feeling their work is secured had a moderate level of agreement. The Mean score of 2.89 indicates the level of agreement is moving towards low. The statement on the worry about the lack of job security however, had a high level of agreement with a Mean score of 4.07.

5.1.2.1: Working hours of respondents

Workers were asked about their weekly working hours and the table below presents their responses

	0 – 20 hrs	21 – 40 hrs	41 – 60 hrs	Over 60 hrs
Frequency	48	46	131	81
percentage	16%	15%	43%	26%

Table 17: workers responses on working hours per week

48 respondents representing 16% indicated they work between 0 to 20 hours per week. 46 respondents representing 15% indicated they work between 21 to 40 hours per week. 131 respondents, representing 43% and the highest reported they work between 41 to 60 hours per week. The last category is for those who work over 60 hours per week, and in this case, 81 respondents representing 26% reported they work over 60 hours per week. The next section presents results on job roles

5.1.2.2: Office-based and site-based Job roles

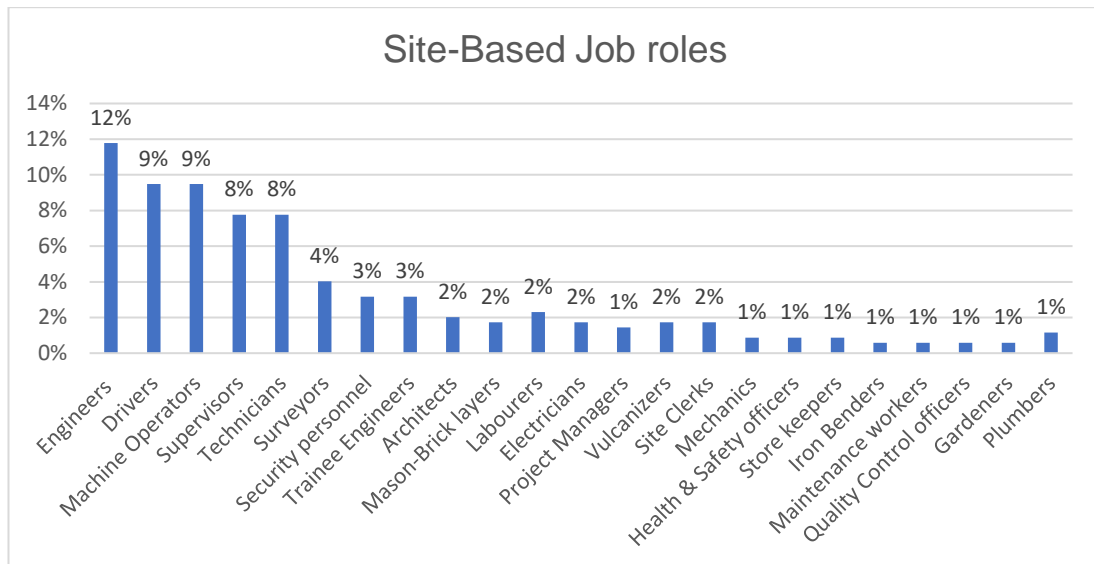
Workers were asked about their base for work. The table below shows the distribution of office-based workers

	Frequency	Percentage
Administrative staff	58	16%
Accountants & Finance officers	24	7%
Procurement officers	6	2%
Union Leaders	2	1%
Total	90	26%

Table 18: Distribution of office-based workers

Site based Job roles	Frequency	Percentage
Engineers	41	12%
Drivers	33	9%
Machine Operators	33	9%
Supervisors	27	8%
Technicians	27	8%
Surveyors	14	4%
Security personnel	11	3%
Trainee Engineers	11	3%
Architects	7	2%
Mason-Brick layers	6	2%
Labourers	8	2%
Electricians	6	2%
Project Managers	5	1%
Vulcanizers	6	2%
Site Clerks	6	2%
Mechanics	3	1%
Health & Safety officers	3	1%
Storekeepers	3	1%
Iron Benders	2	1%
Maintenance workers	2	1%
Quality Control officers	2	1%
Gardeners	2	1%
Plumbers	4	1%
Total	262	74%

Table 19: Distribution of site-based workers



Job roles of the respondents were separated into two categories i.e office-based and site-based workers. The office-based workers had administrative staff totalling 17% of the respondents, accountants and finance officers accounted for 7% of the respondents, while procurement and union leaders were 2% and 1% respectively. Site-based workers were Engineers 12%, Drivers and machine operators 9% each, Supervisors and technicians' 8% each, surveyors were 4% while security personnel, Trainee Engineers and Architects all had 3% and 2% respectively.

5.1.2.3: Working pattern of respondents.

Workers were asked about their working pattern, their responses can be seen in the table below

Working pattern			Employment status		
Full-time	Part-time	Casual	Permanent	Temporary	Casual
244	29	28	181	72	49
81%	10%	9 %	60%	24%	16%

Table 19: workers responses on their working pattern

From the responses in the returned questionnaires, 81% (n=244) indicated they work on full-time while 10% of the respondents (n=29) work on a part-time basis including 9% (n=28) who work as casual workers. 60% of the respondents (n=181) indicated they have permanent employment while 24% of the respondents indicated their employment is temporary including 16% of the respondents (n=49) who work as casual workers.

5.1.3: Physical and emotional exhaustion

This section discusses physical and emotional exhaustion as factors affecting the work-life balance of workers in the construction industry. Workers were asked about their views on whether they experience exhaustion after working, whether or not they feel stressed or tired at the end of their work. Their responses are shown in table 20 below.

		Strongly agree. 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree. 1	total	Mean	SD	Level of agreement
I feel physically exhausted at the end of my day	Freq	41	143	58	52	9	303	3.51	3.14	High
	%	14%	47%	19%	17%	3%				
I must work hard to meet my targets	Freq	72	169	29	21	8	299	3.92	3.51	High
	%	24%	57%	10%	7%	3%				
I feel emotionally exhausted at the end of my work	Freq	14	129	70	68	18	299	3.18	2.82	Moderate
	%	5%	43%	23%	23%	6%				
I do not feel tired at work	Freq	13	70	40	143	34	300	3.38	3.04	Moderate
	%	4%	23%	13%	48%	11%				
I do not feel stressed at work	Freq	17	65	50	129	40	301	3.37	3.04	Moderate
	%	6%	22%	17%	43%	13%				
I feel able to handle the stress at work	Freq	19	169	44	41	26	299	3.38	3.03	Moderate
	%	6%	57%	15%	14%	9%				

Table 20: workers responses on physical and emotional exhaustion

From the results, workers show a high level of agreement with the statement about the feeling of physical exhaustion at the end of their day, a high level of agreement for the statement about working hard before meeting their targets, both of which have a Mean score of 3.51 and 3.92 respectively. The statement about emotional exhaustion had a moderate level of agreement with a Mean score of 3.18. Statements that were negatively phrased to respondents were reversely coded. Statements such as 'I do not feel tired at work', and 'I do not feel stressed at work'. The Mean score indicated a moderate level of agreement respectively. However, with a mean of 3.38 and 3.37 this shows the level of agreement is going towards the direction of high. The statement about being able to handle stress at work also had a moderate level of

agreement. However, just like other moderate levels of agreement, this statement has a Mean score of 3.38 which means it is moving towards the direction of high.

5.1.4: Job relocation and family separation

Workers were asked about their job relocation and family separation

	Works in hometown	Relocated for work
Frequency	87	211
Percentage	28%	69%

Table 21: workers responses on job relocation and family separation

From the responses gathered, 87 respondents representing 28% confirm they work in their hometown whereas a significant number, 211 respondents representing nearly 70% have relocated from their hometown for work.

5.1.4.1: General Living arrangement.

Workers were asked whether they are living with their families or not. Their responses can be seen in the table below

	I am living with my family	I am living separately from my family
Frequency	152	146
Percentage	50%	48%

Table 22: workers responses on general living arrangement

When asked whether they are living with their families or not, almost sixty per cent of the respondents indicated that they are currently living with their individual family members, while working in Abuja. 50% of the respondents (n=152) indicated they are living with their family members while working in Abuja, but 48% of the respondents (n=146) said they are living separately from their families.

5.1.4.2: Household living arrangement of respondents

Workers were asked about their living arrangements and their responses can be seen the table below

Do you live with your family?		Frequency	Percentage
	Yes	169	55%
	No	137	45%
		Frequency	Percentage
I live alone		124	41%
I live with my wife/husband		25	8%
I live with my wife/husband & children		132	44%
I live with my wife/husband, children & extended family		18	6%

Table 23: workers responses on household living arrangement

55% of the respondents (n=169) said Yes they are living with their families. 45% of the respondents (n=137) said No, they weren't living with their families.

Respondents were asked about their household living arrangement. From the responses gathered, 41% (n=124) respondents confirmed they live alone. 8% (n=25) respondents indicated they live with their spouse whereas 44% (n=132) respondents confirmed they live with their spouses and children. In the other category, 6% (n=18) respondents indicated they live with their spouses, children and extended family members.

5.1.5: Family and Caring responsibilities

Workers were asked about their family caring responsibilities and the impact it has on their work-life balance efforts.

5.1.5.1: Workers' children and children's ages

Workers' number of children

	0 Children	1 Child	2 Children	3 Children	4 Children	5 Children	6 Children	7 Children & above
Frequency	54	62	71	47	33	13	2	6
Percentage	19%	22%	25%	16%	11%	5%	1%	2%

Table 24: workers responses on number of children

19% of the respondents (n=54) said they had no children. 22% of the respondents (n=62) said they had 1 child, 25% of the respondents (n=71) said they had 2 children. 16% of the respondents (n=47) said they had 3 children, 11% of the respondents (n=33) said they had 4 children, 5% (n=13), 1% (n=2) & 2% (n=6) of the respondents all said they had 5, 6 and 7 children respectively.

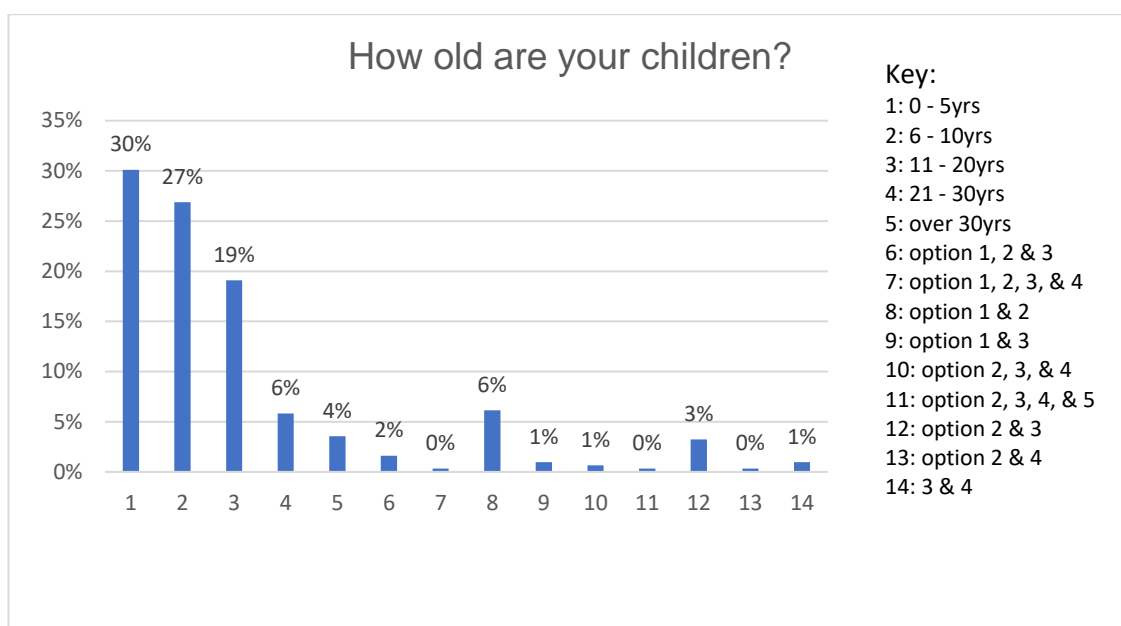


Figure 4: Workers children age range

Workers' children's age range

Code	1	2	3	4	5	6	7	8	9
	0 – 5 yrs	6 – 10 yrs	11 – 20 yrs	21 – 30 yrs	Over 30 yrs	Options 1,2 & 3	Options 1,2,3 & 4	Options 1 & 2	Options 1 & 3
Frequency	93	83	59	18	11	5	1	19	3
Percentage	30.10 %	26.86 %	19.09 %	5.83 %	3.56%	1.62%	0.32%	6.15%	0.97%

Code (Cont'd)	10	11	12	13	14
	Options 2,3 & 4	Options 2,3,4 & 5	Options 2 & 3	Options 2 & 4	Options 3 & 4
Frequency	2	1	10	1	3
Percentage	0.65%	0.32%	3.24%	0.32%	0.97%

Table 25: Workers children's age range

Out of the total respondents reported above, 30% have children with age ranging between 0 to 5 years. 27% have children ranging between 6 to 10 years. 19% have children aging between 11 to 20 years. The other last two category are children age ranging between 21 to 30 years and over 30 years representing 6% and 4% respectively. It is interesting to note over 76% of the respondents have children whose age range falls in the first three categories representing children from 0 to 20 years of age. Beside the first five categories, respondents were allowed to make multiple choices should they have children who fall into all of the age ranges provided. Option 6 to 14 relates to the respondents who fall into such categories.

5.1.5.2: Caring arrangements for children and additional dependants

Workers were asked about their caring arrangement for children and dependants

Code		1	2	3	4	5	6
Caring for children while at work		Wife	Husband	Relatives	Paid domestic help	Nursery	Others
	Freq	154	3	19	15	13	6
	%	73%	1%	9%	7%	6%	3%

Table 26: Workers' caring arrangement for children while at work

Table 26 gives an indication of who helps in taking care of the children while the respondent is at work. 154 respondents representing almost 72% of the respondents agreed that, while at work, their wives take care of the children. 3 respondents representing 1% indicated that their husbands handle that responsibility, 19 respondents representing 9% said their relatives while 15 respondents representing 7% indicated they normally pay for domestic help in taking care of their children while at work. Others include 13 respondents representing 6% who indicated the nursery look after their children. 6 respondents represented 3% indicated 'others' whereas 3 respondents representing 1% said both their wives and relatives, and 1 respondent indicated his wife and paid domestic help take care of the children while at work.

5.1.5.3: Caring for dependants.

Workers were asked about who else they care for. Their responses is shown in the table below

Elderly Parents	Siblings	Extended family	I do not care for anyone	Elderly parents, siblings	Eld. Parents, siblings & Ext family	Eld. Parents & Ext. family	Siblings & Ext. family
155	110	102	22	42	14	9	5
34%	24%	22%	5%	9%	3%	2%	1%

Table 27: workers responses on caring for dependants

From the responses gathered, 34% (n=155) respondents said they care for elderly parents. 24% (n=110) respondents said they care for their siblings, 22% (n=102) respondents said they care for extended family members while 5% (n=22) respondents said they do not care for anyone else. Interestingly, from the responses, there appeared to be respondents who have dependants in more than one of the options provided in the questionnaire. 9% (n=42) respondents indicated they care elderly parents and their siblings. 3% (n=14) respondents on the other hand indicated they care for elderly parents, siblings and extended family members. Other category of respondents included 2% (n=9) respondents indicated they care for elderly parents

and extended family while 5 respondents representing 1% indicated they care for their siblings and extended family members.

5.1.5.4: Caring that takes up respondents' time and effort

Workers were asked about the caring that take up their time and effort. Their responses is shown in the table below

	Childcare	Elder care	Care for sick child	Care for disabled child	Care for sick adult	Care for disabled adult	Elder & Childcare	Child, Elder & sick childcare	All options
Frequency	168	113	27	5	35	2	35	2	7
percentage	43%	29%	7%	1%	9%	1%	9%	1%	2%

Table 28: workers responses on caring that takes up time and efforts

From the data returned, 168 of the respondents representing 43% indicated that childcare is the most caring that takes up their time and effort. This is followed by elder care which was indicated by 113 respondents representing 29%. 27 respondents representing 7% indicated that caring for a sick child takes up their time and effort. 35 respondents representing 9% indicated caring for a sick adult takes up their time and effort, also another 35 respondents representing the same 9% said child and elder care takes up their time and effort.

5.1.5.5: Expenses in providing for the family and dependants.

The respondents were asked beside other caring responsibilities that takes up their time and effort, which other expenses do they incur in providing for their family.

	School Fees	Food	Medical expenses	Shelter	Other options
Frequency	167	197	130	124	10
Percentage	27%	31%	21%	20%	2%

Table 29: workers responses on other expenses incurred in providing for family

From the responses gathered, 27% (n=167) respondents indicated that payment of school fees, 31% (n=197) respondents on the other hand believe purchase of food items is the major expenses they incur. For 21% (n=130) respondents, medical expenses is another expenses they incur in providing for their families. For 20% (n=124) respondents the provision of shelter is another expense they incur in providing for their families. However, 2% (n=10) of the respondents opted for 'other' options which is a combination of some, or all of the options provided in the questionnaire.

5.2: AVAILABILITY AND UPTAKE OF ORGANISATIONAL INITIATIVES FOR WORK-LIFE BALANCE IN THE NIGERIAN CONSTRUCTION INDUSTRY

5.2.1: Workers' views- company's provision of WLB initiatives

This section discusses workers' responses on the company's provision of work-life balance initiatives. The workers were asked for their views on how they are treated at work, whether or not they are supported at work, whether or not they have the required tools in doing their work and whether or not their work gives them enough time to rest. Their responses are shown in table 30 below

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Mean	SD	Level of agreement
Company provides me with sufficient training	Freq	31	127	53	64	24	299	3.26	2.94	Moderate
	%	10%	42%	18%	21%	8%				
I am treated nicely at work	Freq	25	116	81	60	18	300	3.23	2.89	Moderate
	%	8%	39%	27%	20%	6%				
My employer supports me in my job	Freq	28	137	81	38	16	300	3.41	3.04	High
	%	9%	46%	27%	13%	5%				
I have sufficient tools to do my work	Freq	53	133	55	44	12	297	3.58	3.22	High
	%	18%	45%	19%	15%	4%				
My Job gives me sufficient time to rest	Freq	21	59	59	122	38	299	2.68	2.40	Moderate
	%	7%	20%	20%	41%	13%				

Table 30: workers responses on company's provision of work-life initiatives

From the results, workers show a moderate level of agreement with the statement about their company providing them with sufficient training. In addition, the result also shows a moderate level of agreement for the statement about being treated nicely at work. However, with a Mean score of 3.26 and 3.23 for training provision and being treated nicely at work, it shows the direction of agreement leading towards high. The result also shows a high level of agreement with the statements about being supported by the employer and having sufficient tools in doing their work. Regarding the statement about work giving respondents enough time to rest, the result shows a moderate level of agreement. The moderate level of agreement appears to lead towards a low level of agreement because of the Mean score of 2.68.

5.2.2: Workers' views on work affecting family life

This section discusses workers' view on work affecting family life as factors affecting work-life balance of construction workers. The workers were asked for their views on how the demands of work affect their lives. Their responses are presented in table 31 below

		Strongly agree. 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree. 1	total	Mean	SD	Level of agreement
The demands of my job make me lose interest in other things	Freq	30	133	61	58	15	297	3.35	3.00	Moderate
	%	10%	45%	21%	20%	5%				
My work keeps me from spending time with my family	Freq	53	132	43	58	10	296	3.54	3.19	High
	%	18%	45%	15%	20%	3%				
I feel work affects my home life positively	Freq	41	118	29	66	44	298	2.85	2.64	Moderate
	%	14%	40%	10%	22%	15%				
I feel work affect my friendships positively	Freq	32	113	40	78	34	297	2.90	2.65	Moderate
	%	11%	38%	13%	26%	11%				
My work interferes with my responsibilities at home	Freq	35	111	38	98	13	295	3.19	2.89	Moderate
	%	12%	38%	13%	33%	4%				
My work takes up time that I would like to spend with family	Freq	47	123	45	68	11	294	3.43	3.10	High
	%	16%	42%	15%	23%	4%				
I come home from work too tired to do the things I love doing	Freq	48	132	48	62	6	296	3.52	3.16	High
	%	16%	45%	16%	21%	2%				

Table 31: workers responses on work affecting family life

From the results, the workers show a moderate level of agreement with the statements about the demand of their work affecting their interest in other things. However, with a mean of 3.35, this shows the level of agreement is going towards the direction of a high level of agreement. Workers' result shows a high level of agreement with the statement about their work preventing them from having the desired time with their families. The result also shows a moderate level of agreement with the statement about work affecting their home-lives and friendships positively. However, with each scoring a Mean of 2.85 and 2.90 respectively, it shows the direction of the agreement is moving towards low. The statements about work affecting home-lives and friendships positively had to be reversed coded just like previous statements that were reversed coded. High level of agreement is shown for the result on work taking up the times workers would like to spend with their families and how they come home too tired to engage in the things they love doing.

5.2.3: Workers' views on family life affecting work.

This section discusses workers views on family life affecting work as factors affecting work-life balance of construction workers. The workers were asked for their views on whether their families interfere with their work lives, whether they experience fatigue at work because of their family lives. Their responses are shown in table 32 below.

		Strongly agree. 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree. 1	total	Mean	SD	Level of agreement
My family interferes with my responsibilities at work	Freq	14	27	19	176	59	295	2.19	1.90	Low
	%	5%	9%	6%	60%	20%				
I'm too tired at work because of the things I must do at home	Freq	10	47	40	169	27	293	2.47	2.14	Low
	%	3%	16%	14%	58%	9%				
My family keeps me from spending time on the job or career related activities	Freq	9	12	19	185	71	296	2.00	1.65	Low
	%	3%	4%	6%	63%	24%				
The demands from my family takes me away from my work	Freq	5	17	30	195	44	291	2.12	1.73	Low
	%	2%	6%	10%	67%	15%				
My personal life takes up the time I spend at work	Freq	8	12	14	209	50	293	2.04	1.66	Low
	%	3%	4%	5%	71%	17%				

Table 32: workers responses on family life affecting work.

From the results, the workers show a low level of agreement with all the statements about their family lives affecting their ability to function well at work. Both the Mean and standard deviation of the results show that the statement about family affecting their work had 2.19 Mean score, the statement about feeling too tired at work because of family demand had 2.47 Mean score, while the statement about family keeping them from spending time on their career related activities had a Mean score of 2.00, which also includes the statement about the demands of their families taking them away from work and the time they would like to spend at work, both of which had a Mean score of 2.17, and 2.04 respectively.

5.2.4: Workers' views on Imbalance affecting both work and family life.

This section discusses workers' views on imbalance affecting both work and family lives as factors affecting the work-life balance of construction workers. The workers were asked for their views on whether the difficulties they experience in their work and family lives affect either their desired relationship with their children, or their marriage, or their job satisfaction, and their performance at work. Their responses are shown in table 33 below.

		Strongly agree.	Agree	Neutral	Disagree	Strongly disagree	total	Mean	SD	Level of agreement
		5	4	3	2	1				
Difficulties in my work and family demands affects my relationship with children	Freq	35	76	35	83	38	267	2.95	2.73	Moderate
	%	13%	28%	13%	31%	14%				
Difficulties in my work and family demands affects my marriage	Freq	38	61	27	102	40	268	2.83	2.63	Moderate
	%	14%	23%	10%	38%	15%				
Difficulties in my work and family demands affects my work satisfaction	Freq	24	81	46	118	24	293	2.87	2.59	Moderate
	%	8%	28%	16%	40%	8%				
Difficulties in my work and family demands affects my performance on the job	Freq	58	132	25	71	20	306	3.45	3.15	High
	%	19%	43%	8%	23%	7%				

Table 33: workers responses on Imbalance affecting both work and family life

From the results, the workers have moderate level of agreement with the statements about difficulties in their work and family demands affecting their desired relationship with their children, their marriage, and their desired job satisfaction. However, with a Mean score of 2.95, 2.83 and 2.87 for children relationships, marriage, and job satisfaction respectively, it shows the direction of the level of agreement is moving towards low. However, in this category, the statement about work and family demand affecting their job performance show a high level of agreement with a Mean score of 3.45.

5.2.5: Availability organisational WLB initiatives

This section presents the results of workers' responses on availability of their company's WLB initiatives.

5.2.5.1: Time-off initiatives provided by the company

Respondents were asked about the time-off initiatives provided by the company, their responses are presented in the table below

Time-off provided by the company		Annual leave	Parental Leave	Carer leave	Paid maternity	Sick leave	Study leave	Maternity leave	Paternity leave	Other options
	Frequency	263	7	21	70	179	69	89	13	174
	percentage	30%	1%	2%	8%	20%	8%	10%	1%	20%

Table 34: workers responses on Time-off initiatives provided by the company

From the responses gathered, 263 respondents representing 30% said Annual Leave is provided, 21 respondents representing 2% said carer leave is also provided. 70 respondents representing 8% said paid maternity leave is provided. Furthermore, 179 respondents representing 20% confirmed that sick leave is provided in addition to 69 respondents representing 8% who said study leave is provided for them. Also, 89 respondents representing 10% said maternity leave is offered. Regarding paternity leave however, only 13 respondents representing 1% said paternity leave is offered by their individual companies. Furthermore, 174 respondents representing 20% selected a combination of options regarding the leave that is offered to them.

5.2.5.2: Flexible working initiatives provided by company

Respondents were asked about the flexible working initiatives offered by the company; their responses are presented in the table below.

Flexible working initiatives offered by the company		Time off in lieu	Part time	Staggered hours	Compressed work week	Annualised hours	Others
	Frequency	59	32	36	22	29	22
	percentage	30%	16%	18%	11%	15%	11%

Table 35: workers responses on Flexible working initiatives provided by company

From the responses gathered, 59 respondents representing 30% said time off in lieu is offered, 32 respondents representing 16% said part time working option is offered. Regarding staggered hours, 36 respondents representing 18% said it is also offered to them. 22 respondents representing 11% said compressed work week is offered whereas 29 respondents representing 15% said annualised hours are offered. Because this question offered multiple answers, other respondents answered more than one option. For example, 22 respondents representing 11% confirms that time off in lieu and part time working conditions are offered.

5.2.5.3: Favourable working initiatives provided by company.

Respondents were asked about the regular working initiatives provided by the company and their responses are presented in the table below

Favourable working initiatives offered by the company.		Regular pay increment	Providing promotion opportunities	PPE & working tools	H & S awareness	Protection against noise	Equipment for heavy loads	Pay increment & Promotion opportunities
	Frequency	120	77	124	116	62	122	98
	Percentage	17%	11%	17%	16%	9%	17%	14%

Table 36: workers responses on Favourable working initiatives provided by company

From the responses gathered, 120 respondents representing 17% confirms regular pay increase, while 77 respondents which represents 11% indicated the provision of regular promotion opportunities are offered while 124 respondents representing 17% confirms the provisions of personal protective Equipment (PPE) and working tools is one among the favourable working conditions offered. 116 respondents representing 16% indicated health and safety awareness. 62 respondents representing 9% said they are offered protection against noise. 122 respondents representing 17% indicated they are provided equipment for lifting heavy loads. This question also offered multiple options and 98 respondents representing 14% opted for pay increment and promotion opportunities.

5.2.6: Uptake organisational WLB initiatives

This section presents the results of uptake of organisational work-life balance initiatives by construction workers in the Nigerian construction industry.

5.2.6.4: Time-off initiatives taken by respondents.

Besides the number of initiatives offered to workers, the researcher wanted to know which of the initiatives were taken by the respondents.

		Annual leave	Parental Leave	Carer leave	Paid maternity	Sick leave	Study leave	Maternity leave	Paternity leave	Annual & Sick leave
	Frequency	235	6	4	17	116	18	17	2	62
	percentage	49%	1%	1%	4%	24%	4%	4%	0%	13%

Table 37: workers responses on Time-off initiatives taken by respondents

From the responses gathered, a large number of respondents, i. e 235 which represents 49% indicates they have taken annual leave. 6 respondents said they have taken parental leave, 4 respondents said they have taken carer leave whereas 17 respondents representing 4% said they have taken paid maternity leave. 116 respondents representing 24% indicated they have taken sick leave before while 18 respondents (4%) said they have taken study leave before. For maternity leave, 17 respondents which represents 4% said they have benefited from it while only 2 respondents indicated they have benefited from paternity leave. Among other multiple choices made by the respondents, 62 respondents (13%) indicated they have benefited from both annual leave and sick leave.

5.2.6.5: Flexible working initiatives taken by respondents.

Respondents were asked about flexible working initiatives they have benefited from, and their responses are presented in the table below

		Time off in lieu	Part time	Staggered hours	Compressed work week	Annualised hours	Others
	Frequency	37	50	39	21	24	12
	Percentage	20%	27%	21%	11%	13%	7%

Table 38: workers responses on Flexible working initiatives taken by respondents

37 respondents representing 20% said they have taken time of in lieu. 50 respondents representing 27% said they have taken part-time working condition, while 39 respondents representing 21% indicated they have benefited from staggered hours. For compressed work week, 21 respondents representing 11% indicated they have benefited from such policy while 24 respondents representing 13% indicated they have benefited from annualised working hours. Other respondents opted for the 'other' options not included.

5.2.6.6: Favourable working initiatives taken by respondents.

Workers were asked about the favourable working initiatives they have benefited from, and their responses are presented in the table below.

		Regular pay increment	Providing promotion opportunities	PPE & working tools	H & S awareness	Protection against noise	Equipment for heavy loads	Pay increment & Promotion opportunities
	Frequency	84	51	94	77	54	87	54
	Percentage	17%	10%	19%	15%	11%	17%	11%

Table 39: workers responses on Favourable working initiatives taken by respondents

From the responses gathered, 84 respondents representing 17% indicated they have benefited from regular pay increment. 51 respondents representing 10% however, indicated they have benefited from the provision of regular promotion opportunities. 94 respondents representing 19% indicated they have been provided with personal protective equipment (PPE) and working tools. 77 respondents representing 15% indicated health and safety awareness. 54 respondents representing 11% said they are offered protection against noise. 87 respondents representing 17% indicated they are provided equipment for lifting heavy loads. This question also offered multiple options and 54 respondents representing 11% opted for pay increment and promotion opportunities.

5.2.6.7: Reasons for utilising WLB initiatives

Beside all the initiatives offered and the ones taken by the respondents, the researcher wanted to know why they requested for and utilised such initiatives.

	Career advancement	To deal with personal illness	To deal with child or dependant illness	To deal with spouse illness	To deal with personal stress	To deal with family occasion	To deal with bereavement	Maternity/ Paternity	Career advancement & personal illness
frequency	133	148	81	75	150	104	93	68	15
Percentage	15%	17%	9%	9%	17%	12%	11%	8%	2%

Table 40: workers responses on Reasons for utilising WLB initiatives

From the responses gathered, 133 respondents representing 15% indicated career advancement as the reason for utilising the policy. 148 respondents representing 17% said they utilised the policy to deal with personal illness. 81 respondents representing 9% indicated they utilised the policy to deal with dependant illness. 75 respondents representing 9% however, they took the policy to deal with a spouse illness. Perhaps the highest entry in terms of responses to this question has to do with 150 respondents representing 17% indicating they benefited from the policy to deal with personal stress. Others include 104 respondents representing 12% who indicated they benefited from the policy to deal with family occasion whereas 93 respondents representing 11% said they benefited from the policy to attend family bereavement including 68 respondents representing 8% who indicated they benefited from the policy to attend maternity/paternity leave. 15 respondents representing 2% indicated they took the policies to deal with career advancement and personal illness.

5.3: COPING STRATEGIES USED BY CONSTRUCTION WORKERS IN THE PURSUIT OF WORK-LIFE BALANCE

5.3.1: Problem-focused coping strategy

This section discusses problem-focused coping strategy used by the workers to cope with the demand of work and life in the construction industry. The workers were asked about the decisions they make and whether they have had to postponed getting married, having children, suggested ways to support workers, whether they have spoken out about concern at work and whether they have outsourced their housework due to the demand of work. Their responses are presented in table 41 below.

		Strongly agree	Agree	Neutral	Disagreed	Strongly disagree	Total	Mean	SD	Level of agreement
I suggest ways my company can support workers	Freq	25	120	58	64	24	291	3.20	2.88	Moderate
	%	9%	41%	20%	22%	8%				
	Freq	18	131	44	74	23	290	3.16	2.84	Moderate

I speak out about my concern at work	%	6%	45%	15%	26%	8%				
I have postponed my marriage plans	Freq	8	40	37	135	61	281	2.28	2.01	Low
	%	3%	14%	13%	48%	22%				
I have postponed having children	Freq	10	41	31	133	61	276	2.30	2.04	Low
	%	4%	15%	11%	48%	22%				
I outsourced my housework	Freq	10	99	41	102	27	279	2.87	2.57	Moderate
	%	4%	35%	15%	37%	10%				

Table 41: workers responses on problem-focused coping strategy

From the results, the results also show a moderate level of agreement with the statements about suggesting ways workers can be supported, speaking about their concern at work. However, with a Mean score of 3.20, and 3.16 for suggesting ways to support workers, speaking about concern at work, the level of agreements tend to be leading towards high. The statement about outsourcing housework had a moderate level of agreement and with a Mean score of 2.87, it shows the direction of agreement tending towards low. The workers have a low level of agreement with the statements about postponing marriage plans and postponing having children.

5.3.2: Emotion-focused coping strategy

This section discusses emotion-focused coping strategy used by the workers to cope with the demand of work and life in the construction industry. The workers were asked about the decisions they make and whether they have had to focus on the benefits they get from work as a means of coping with the challenges of their work, whether workers do socialize with friends, participate in political activities, spend time in beer parlours (pubs) or extracurricular activities like sports or religious activities after work. Their responses are presented in table 42 below.

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total	Mean	SD	Level of agreement
I focus on the benefit I get from this work	Freq	31	139	60	50	12	292	3.43	3.07	High
	%	11%	48%	21%	17%	4%				
I socialize with my friends	Freq	41	69	22	136	38	306	2.80	2.59	Moderate
	%	13%	23%	7%	44%	12%				

I participate in political activities	Freq	9	42	34	143	66	294	2.27	2.00	Low
	%	3%	14%	12%	49%	22%				
I visit my favorite 'joints' and beer parlors	Freq	22	79	38	94	60	293	2.69	2.48	Moderate
	%	8%	27%	13%	32%	20%				
I participate in sports and physical exercise after work	Freq	18	93	44	97	40	292	2.84	2.57	Moderate
	%	6%	32%	15%	33%	14%				
I participate in religious activities after work	Freq	33	139	50	61	11	294	3.41	3.06	High
	%	11%	47%	17%	21%	4%				

Table 42: workers responses on Emotion-focused coping strategy

From the results, the workers have high level of agreement with the statement about focusing on the benefits they get from work. The result also shows a moderate level of agreement with the statement about socializing with friends. However, with a Mean score of 2.80, it shows that the level of agreement is tending towards low. The same low level of agreement can be seen the statement about participating in political activities. The statements about extracurricular activities like sports and exercise and the visits to beer parlours had a moderate level of agreement. However, with a Mean score of 2.69 and 2.84 means the level of agreement is tending towards low. A high level of agreement is shown with the statement about participating in religious activities after work.

5.3.3: Disengagement

This section discusses disengagement as a coping strategy used by the workers to cope with the demand of work and life in the construction industry. The workers were asked about turnover intention because of the demand of work on their lives. table 43 below show the result of their responses.

		Strongly agree	Agree	Neutral	Disagreed	Strongly disagree	Total	Mean	SD	Level of agreement
I'm thinking of resigning from this work	Freq	25	68	62	91	46	292	2.78	2.53	Moderate
	%	9%	23%	21%	31%	16%				

Table 43: workers responses on resigning from work

From the result, the workers have moderate level of agreement with the statement about thinking of resigning from their work. However, with a Mean score of 2.78, it shows the direction of the agreement is tending towards low.

5.4: COPING RESOURCES USED BY CONSTRUCTION WORKERS IN THE PURSUIT OF WORK-LIFE BALANCE

5.4.1: Self-Efficacy

This section discusses self-efficacy as a coping resource used by workers in coping with the demand of work and life in the construction industry. The workers were asked about the inbuilt resources they use in coping and how they feel at the end of their working day. Their responses are presented in the table below.

		Strongly agree	Agree	Neutral	Disagreed	Strongly disagree	Total	Mean	SD	Level of agreement
I feel motivated at the end of working day	Freq	19	95	62	105	22	303	2.95	2.63	Moderate
	%	6%	31%	20%	35%	7%				

Table 44: workers responses on feeling motivated after work

From the result, workers have moderate level of agreement with the statement that they feel motivated at the end of their working day. However, with a Mean score of 2.95 the result show that the level of agreement is tending towards low.

5.4.2: Self-esteem

This section discusses self-esteem as a coping resource used by workers in coping with the demand of work and life in the construction industry. The workers were asked about how satisfied they are with work. Their responses are presented below.

		Strongly agree	Agree	Neutral	Disagreed	Strongly disagree	Total	Mean	SD	Level of agreement
I am satisfied with my work	Freq	29	110	76	66	20	301	3.21	2.88	Moderate
	%	10%	37%	25%	22%	7%				

Table 45: workers responses on being satisfied with work

From the result, workers have moderate level of agreement with the statement about job satisfaction. With a Mean score of 3.21, it shows that the level of agreement is tending towards high.

5.4.3: Types and sources of support

This section presents the result of emotional and instrumental type and source of support used by construction workers.

5.4.3.1: Emotional support

This section discusses Emotional support as a coping resource used by workers in coping with the demand of work and life in the construction industry. The workers were asked about the support they use in coping and from whom. Their responses are presented in the table below.

		Strongly agree	Agree	Neutral	Disagreed	Strongly disagree	Total	Mean	SD	Level of agreement
I seek support from my co-workers	Freq	33	188	36	28	7	292	3.73	3.30	High
	%	11%	64%	12%	10%	2%				

Table 46: workers views on seeking support from co-workers

From the result, workers have high level of agreement with the statement about seeking support from their co-workers.

5.4.3.2: Instrumental support

This section discusses instrumental support as a source of support for workers in coping with the demand of work and life. Workers were asked for their views on relationships with their supervisors and how they seek support from their supervisors.

Their responses are presented in table 47 below

		Strongly agree	Agree	Neutral	Disagreed	Strongly disagree	Total	Mean	SD	Level of agreement
My relationship with my supervisor is good	Freq	63	191	31	9	5	299	4.00	3.54	High
	%	21%	64%	10%	3%	2%				
I seek support from my supervisors	Freq	37	191	28	27	10	293	3.74	3.33	High
	%	13%	65%	10%	9%	3%				
My supervisors are supportive	Freq	41	157	56	36	9	299	3.62	3.23	High
	%	14%	53%	19%	12%	3%				

Table 47: workers responses on relationship with supervisors

From the results, respondents show a high level of agreement with the statements about the relationship with their supervisors being good. Results also show a high level of agreement with the statements about seeking support from supervisors and that supervisors are supportive.

5.4.4: Workers' Views on Balancing Work and Life

This section presents views on balancing work and family as a means of coping with the demand of work and life. Workers were asked for their views on whether balancing work and life is stressful to them, how important balancing work and family is to them, their views on a company that support its workers. Their responses are presented in table 48 below.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean	SD	Level of agreement
Balancing work and family is stressful	Freq	42	150	48	43	10	293	3.58	3.21	High
	%	14%	51%	16%	15%	3%				
	Freq	165	115	5	0	3	288	4.52	4.04	Very high

Balancing work and family is important for me	%	57%	40%	2%	0%	1%				
A company that support workers to balance work and family demand show they value their workers	Freq	108	114	33	21	8	284	4.03	3.64	High
	%	38%	40%	12%	7%	3%				
Company support to help me balance work and family demand is important	Freq	128	120	18	14	7	287	4.21	3.80	Very high
	%	45%	42%	6%	5%	2%				
My organisation supports me in managing my work and family commitments	Freq	37	64	45	74	44	264	2.91	2.70	Moderate
	%	14%	24%	17%	28%	17%				

Table 48: workers views on whether balancing work and life is stressful

From the results, the workers have a high level of agreement with the statements about balancing work and family is stressful and the statement about a company that support its workers show they value them. Workers have a very high level of agreement with statements about how important balancing work and family is to them and how important it is for company support to help them balance work and family demand. The statement about support from the company in managing work and family commitment has a moderate level of agreement. However, with a Mean score of 2.91, it shows the level of agreement is tending towards low.

CHAPTER 6: QUALITATIVE DATA FINDINGS AND ANALYSIS

This chapter presents the qualitative responses of respondents with regards to the experiences of work-life imbalance, availability, and uptake of organisational initiatives as well as workers' coping strategy and coping resources in dealing with the demands of work on their daily lives. These are findings from empirical evidence following field work undertaken by the researcher.

6.1: FACTORS AFFECTING WORK-LIFE BALANCE IN THE NIGERIAN CONSTRUCTION INDUSTRY

6.1.1: Pay and qualification.

Pay has always been one of the most sensitive issues in employment relationships. Although organisations may differ on how they apply any pay system, a review of the literature revealed that some of the factors responsible for the inability of workers to achieve a balance between work and life responsibilities are associated with the pay they receive. Researchers have reported studies on the impact of pay on employee job satisfaction, (Chinyio, Suresh & Salisu 2018), (Onukwube, 2012), & (Luthans, 2006). Apart from helping people to achieve and obtain their basic needs, salaries work to satisfy employees' higher-level needs. From Parvin and Kabir (2011)'s view, pay has a potential of determining employees job satisfaction. Reporting from an employee survey, Rony et al. (2017) assert that employees relate their lack of job satisfaction to the pay they receive. Pay satisfaction is of primary concern both to employees and employers. On the part of employees, pay is important because of the economic needs it satisfy. When employees are satisfied with their overall pay, it impacts their attitudes and behaviours at work. Conversely, when employees are dissatisfied with their pay, it has the potential of decreasing their commitment on the job, increase in deviant behaviours and from our findings increase in stealing, and turnover (Onukwube, 2012). A significant number of our respondents said they were worried about the pay they receive from their individual companies and how that has affected their ability to meet the needs of their families and in turn provide for their extended family members. Some of the responses include:

The problem is that the money they pay us doesn't do anything oh! The thing is that we are just managing to survive. When you hear how much they are paying us at the end of the month, you will think it is one big money like that, but by the time you pay your rent, buy food stuff in

the house, maybe pay school fees of the children, remove your transport or fuel money for those who have cars, the whole thing will be finished before the end of first week of the month. So, you see, the money is not enough, we are just managing...(INTV28)

My monthly salary has never been enough to take care of my family...I was able to set up a small business for my wife. So, you know, being an entrepreneur, she contributes in running the home and that has reduced the stressful demand from home for me. Most times we share the needs in the house with her, maybe I face children school fees, and she faces food supply. That is how I have been able to manage and cope, and things are abit easy with me. (INTV03)

With this meagre pay? I can't do anything oh. We only try to survive by buying food stuff, school fees of the children, transport money, small, small like that. I can't afford to buy a car talk less of maintaining it all because of lack of money...(INTV40)

From the responses, the construction workers acknowledges that regardless of how much they are being paid, the current reality of living and working in Abuja with the attendant high cost of living, has left much to be desired because their current fluctuated pay cannot meet their needs leading to work-life imbalance. The implication of the above quotes signify that workers may only be living from hand to mouth as their monthly pay can only be enough to meet their family needs and this can be factor leading to work-life imbalance because where the pay workers receive falls short of meeting their needs, it can lead to employee dissatisfaction and unhappiness with their jobs because Pay is significant in fulfilling the needs of the individual (Anin, Ofori, & Okyere, 2015).

I think the company is trying, they are the highest paying construction company in the whole of Abuja, however, when you compare whatever you are being paid with the cost of living here in Abuja? Phew, that is why we are asking for more, we have been asking through our union for them to consider and increase the salaries after considering the reality of living in Abuja (INTV30).

... At the beginning of the year, I took loan to pay my rent for the year, you know how they do in Nigeria abi? The landlord will ask for his rent of 1 or 2 years in advance. So, I normally take loan to pay and accounts department will be deducting from my salary until the end of the year, and the next year I repeat again. If the pay is enough, why will I put myself and my family through that wahala [problem] every year... (INTV45)

Although some of the workers acknowledge that the construction companies were paying workers' salaries above the national minimum wage in the country. In fact, majority of the respondents reported that they were attracted to the company due to purported high salaries paid by the multinational construction companies. Workers

who contributed to this study consistently reported low pay is a key driver of employee dissatisfaction in this sector. Their low pay, even though it looked high, it still did not meet their needs as highlighted by Parvin and Kabir (2011). Additionally, pay serve as a symbol of success and social recognition, workers highlighted that this was an area in which they struggled, and they suffered imbalance. Some of the workers resort to collecting soft loans in order to meet up with their family responsibilities in the area of rent payment. This implies that when they are unable to access these soft loans at the beginning of the year to pay for their rent and whatever need they may have like children's tuition fee; they cannot be effective at work. In addition, a feeling of dissatisfaction also sets in when workers feel their pay is not commensurate with the efforts, they put into work.

...when you look at it, yeah you try to balance the earnings commensurate with the work output and when you look at the cost of living, there are times you'll say that the earnings is not commensurate with the output therefore the balance is not there (INTV16)

This aligns with Rony et al. (2017) who assert that employees relate their lack of job satisfaction to the pay they receive. Pay satisfaction is of primary concern to employees. From the perspectives of some workers, that is the only thing they are concerned about, so long as they are able to fulfil their responsibilities to both nuclear and extended families, as indicated in the quote below.

The most important thing for me is to make sure I support my family with the money to do what they to do since I am always at work. This includes my children, my parents and my in-laws. You know in Africa, when you marry a woman, her parents also become your parents, so whatever you do for your parents, you have to try and do for your in-laws also. This has been difficult for me because the money is not enough... (INTV18)

This state of mind was apparent among most respondents and because pay serve as a symbol of success and social recognition, workers who highlighted these concerns are likely to experience dissatisfaction with their job. They are also likely to feel frustrated with their inability meet their family needs. In terms of socio-cultural context, a major part of the social fabric of the Nigerian society is like most African settings where emphasis is made on the extended family system. Within this system, anyone

who is unable to provide for, and take of, his or her family whether nuclear or extended, is considered an outcast and treated with social sanction.

Some of the workers appear to approach the problem associated with pay by seeking ways to augment the limited pay they receive.

This is Abuja, and unless you are one of those politicians who get free money all the time, there is no way your salary will be enough to meet your family needs. That is why I left my wife and children in the village where prices of food stuff are cheaper. I travel there once every month when salaries are paid. Here in Abuja, four of us came together and rented one room apartment to stay since we spend the whole day at the construction site anyway (INTV42).

From all indication, the issue of low pay is a major factor responsible for imbalance among workers in the Nigerian construction industry. From the responses above, workers recognise the fact that cost of living in Abuja is significantly contributing to their experience of work-life imbalance. This is despite the effort of some companies to pay their workers above the national minimum wage.

In the Nigerian construction industry, negotiation of workers' wages and conditions of service takes place every two years by the National Joint Industrial Council (NJIC). The Council is made up of representatives from the Federal Ministry of Labour and Productivity, the Permanent Secretary Ministry of Labour and the representatives of the Federal Ministry of Works and Housing, representing the government side. Construction and Civil Engineering Employers Association of Nigeria (CCEEAN) and Federation of Construction Industry (FOCI) representing the construction industry and employers, while National Union of Engineering, Construction, Furniture and Wood Workers (NUCECFWW) representing the junior workers, Construction and Civil Engineering Senior Staff Association (CCESSA) representing the senior workers. The Council meet every two years to negotiate and agree on the conditions of service which include minimum wages and allowances for payments to construction workers.

The national minimum wage in Nigeria is currently two hundred and sixteen thousand (N216, 000) naira annually (\$591.35) i.e eighteen thousand (N18, 000) naira monthly (\$49.27). While the minimum monthly wage in the construction industry is forty-three thousand (N43, 000) naira only (\$117.72) i.e five hundred and sixteen thousand N516, 000 naira (\$1,412.67) annually (CCESSA, 2018; NJIC, 2016). Although there has been an upward review of the national minimum wage to thirty thousand (N30,

000) naira in 2019 (Ameh & Atoyebi, 2019), negotiations are still on-going for its implementation, at the time of writing-up this thesis. Low pay affects workers in several ways, particularly when their income is unable to meet the demands of rising living costs, for example, school fees, rents, medical expenses. The next section presents results on long working hours.

6.1.2: Working hours, overtime and job security

Wang and Weststar (2015) defined work hour as a match or a mismatch between the hours desired and the hours worked. The ILO (2018), states that regularly working in excess of 48 hours per week constitutes a significant occupational imbalance which increases the risk of mental health problems. While regularly working more than 60 hours a week, and perhaps working more than 50 hours a week, increases the experience of work-life conflict (Lingard et al., 2010). Voydanoff (2005) reports that workers' experience of time demand which is sometimes associated with work and working hours, when there is the need to undertake extra work without prior notice so as to plan, night shifts and overnight travel are all associated with higher work-life imbalance in a significant way. According to Lingard and Francis (2009), the nature of work in the construction is characterised as physically demanding and it affects employees' work-life balance pursuit negatively.

...I wake up 3am every day, sometimes I wake up 4 o'clock to prepare for my family, I make breakfast for them, and set out what they need for lunch, then I leave the house after 5 to join the bus which will bring me to work otherwise I can't make it, ... work starts by 7am and close either 5:30 or 6 pm, I sometimes get home after 7 or 8pm. I only have about 30 minutes with my children before they all go to bed and if you recall I said I leave home by 5 am which means at that time all the children are still in bed. So, beside Sunday, for a whole week, I only see and talk to my children for 30 minutes every day. (INTV33)

You know the work consumes all your lifestyle, because when you leave home by 5 and you report to work at 7 o'clock in the morning and you reach home by 7 or 8 in the evening what else can you do beside just eating and sleeping? And the following day you start again, you don't even have time to concentrate with your family. ... because I live quite far away from here, by the time I reach home, all the children and family would have fallen asleep, what else can you do at that time of the night? ... (INTV44)

The need for workers to spend time with their themselves and their families was expressed as important to some of the respondents. While acknowledging the contribution of extra hours that respondents put in so as to access the early morning transportation to work, working for long hours has further exacerbated their experience of imbalance because of the reduced time they have with their family members. This resonate with Van Hooff, Geurts, Kompier, and Taris (2006) assertion that time engaged in work, reduces the time available for other family engagements and it consumes the energy that could otherwise be spent in the tasks that is required at home.

Because I am not always available at home due to the fact that I work from morning to evening ...and how I see she [my wife] is struggling to cope with some of the children, I now push them [the children] to the boarding school; the ones that are in a secondary school age... she is now taking care of the younger ones; when the days of their vacation come, I normally take excuse to go and bring them home...on the day of their school resumption, I do the same, I also take excuse from work and take them to school for the term. (INTV45)

The expression of frustration by the respondents here as a result of their inability to have quality time with their families confirms the position of Arlinghaus et al. (2019) who suggest that long, irregular, unpredictable working hours both in the evenings and on weekends can significantly lead to worker experience of work-life imbalance and poor family relationships. Unlike families who live at the rural areas, where the old saying that it takes a village to raise a child, living in urban areas like Abuja being the capital of Nigeria, that community assistance in raising a child is no longer tenable. Because of the nature of living in urban areas and its attendant implications, when workers are unable to have time for their children, particularly those with children at the developmental stage, can lead to conflicts in the family.

... the problem is the time. That is not too good. Like coming to work early and closing late, is really affecting so many of us, it is affecting us. You don't have time for your family and the things you need to do as a mother to your children, you can't, because of coming early and closing late. (INTV33)

... Let me say this job has a negative effect mostly on my family... the time that I need to spend or rest, you know, I'll try to get up as early as possible to meet the vehicle that'll bring me early enough to work. If I don't get up by 4:30am I may be late for that day... (INTV40).

In terms of that, to be sincere to you is not easy – it's not easy at all because the job takes most of our time ... you work for the whole day 7 am to 6pm every day. Somebody like me in particular, if you know the initial fight I put on, just to be allowed one day off otherwise even on Sundays I will work throughout the day and because of all these things, if you have any personal

need you cannot even do anything for yourself unless you rely on someone because of the time we spend here. (INTV46).

Nigerians attach high importance to the family system. This family system and the society practice an unwritten expectation on members of the family who care for each other not just in terms of financial provision or emotional support but in situation where other members are held up by work. The respondents expressed their inability to fulfil their family responsibilities due to the time their work demands. Other respondents had to rely on relatives and friends to help them meet certain needs. Beside waking up very early in the morning in order to meet up their required commuting time, the work itself takes the whole day. Other workers enjoy the support of their spouses due to long working hours

Because the work is always too much, and the time we spend at work does not allow us to do anything for ourselves, if you are lucky like me to have a wife who takes the children to school and bring them back in the evening, goes to the market, and sometimes spend the whole day with the mechanic, I wouldn't have lasted one year in this work. The time we spend at work is too much (INTV20).

When workers are subjected to long working hours, it influences and increase unhealthy lifestyle choices, such as smoking and irregular diet. Research has also confirmed that worker error and injuries increase due to long working hours (Dembe, 2009; Park, Lee, & Lee, 2020; Persaud & Williams, 2017; Wagstaff & Lie, 2011; Yamauchi et al., 2019). The ILO (2018) suggested that hours of work should not exceed forty-eight hours a week and eight hours or in some cases ten hours in a day.

These findings from the interviews suggest that the construction workers have had to deal daily with experiences of imbalance in their individual and family lives. This imbalance is tilted in favour of the companies they work with at the detriment of the time needed to be with their families. Many workers admitted that the time they spend at work has significantly affected the relationships they are meant to have with their children.

One other factor and driver of work-life imbalance as reported by the respondents relates to job insecurity within the Nigerian construction industry. According to Yu (2014) job insecurity is a significant predictor of work-life imbalance and it has a huge impact on employee satisfaction outcomes and that they prevail independently of gender and care responsibilities. Job insecurity in the construction industry is recurrent because majority of the activities in the sector are tight with the performance

of the economy (Getahun Asfaw & Chang, 2019). Particularly in developing economies like Nigeria which has a high number of unemployment figures. Emuze and Smallwood (2017) state that insecure workforce can pose problems for their construction companies as job insecurity may cause employees to identify less with the company's corporate objectives and this may impact undesirably on motivation and willingness to innovate and on their individual productivity. Job insecurity leads to imbalance in the family because respondents report having to struggle before providing for their families.

...this thing is paining me because I'm a family man... I must struggle before I can get something to give my family. ... all my mind, everything is on the job...I wanted to refuse to do the job that time but... when I started the work with them, spent like 4 years after... they started to sack us; from there, the work is not stable. (INTV62).

...if you are working with expatriates you need to sacrifice because...no matter how the pressure of the job is.... If you complain? Tomorrow you are not there, you will lose your job...if you say I want to do this, you will see the (manager's) face and the mood changed and you also will not like it because you need to guard your job, from there you will feel not to even speak up. (INTV46).

Some of the respondents reported lacking the opportunity to speak up because of job insecurity. Particularly among workers who work directly with expatriates. Regardless of the pressure on the job, for fear of losing their jobs, workers cannot complain. Biswas-Diener (2011) reported that expatriates sometimes *treat locals* in an autocratic way. When they have to work at weekends, extra hours into the night, not given the time to attend to family matters and their inability to ask for time-off for fear of losing their jobs. Workers tend to manage the situation and maintain their jobs instead of complaining and get sacked.

Another factor reported by the respondents is the fluctuations in employment leading to imbalance in their ability to plan for stability whether short or long term.

Sometime... sha, the first time I came was as a staff. But after I work for about three to four years, they paid me off, they called me back and placed me on some casual work for two to three months, they engaged me again and they paid me off again; they paid me off about 6 times. With this experience, you can't plan for your family. No long term plans. You only live day by day that's all... sometimes they say there is no money or government doesn't pay; sometimes they'll say the economy... all these things, so you can't know the truth and then nobody can fight for you... (INTV60)

Respondents were asked if they feel worried about the lack of job security, and from the quantitative data, a significant 80% of the respondents agreed that they were worried about the lack of job security.

Job insecurity leads to instability in families when workers can't plan because they don't know what will happen next at work. This thought in itself can be a major factor leading to imbalance because of the challenge it constantly poses to workers who are exposed to those experiences has the tendency of adversely affecting their physical and mental health including leading workers to negatively change in their organisational performance (De Witte, Pienaar, & De Cuyper, 2016; Getahun Asfaw & Chang, 2019).

6.1.3: Physical and emotional exhaustion

Exhaustion is one among many factors of work-life imbalance among workers in a project-based industry like construction. The feeling of exhaustion is said to be a common reaction when employees are exposed to extreme working condition (Chambel et al., 2015). When workers are exposed to these condition, they experience a high level of strain and exhaustion, they become psychologically and physically vulnerable (Orji et al., 2016), experience high level of stress, exhaustion and burnout. This explains why physical and emotional exhaustion are major drivers of work-life imbalance in the Nigerian construction industry. In fact, Lingard and Francis (2009), affirms that the nature of work in the construction industry is characterised as physically demanding which affects employees' work-life balance pursuit negatively. Workers were asked for their views about exhaustion in their work experience. Below are some quotes from the views expressed by respondents.

Because of the kind of work, we do, exhaustion is normal. Otherwise what do you expect when you work from Monday to Saturday 7am to 6pm? No matter how strong you are, whether you are an expert or not, when you work like this, you will definitely be tired at the end of the day. For me, this tiredness has not allowed me to be the father and husband I want to be to my family, because I only go home to eat and sleep, that's all (INTV43)

Sometimes even family meetings you can't go ... you get tired ... somebody like me in particular ... even on Sundays I will work throughout and [with] all these things you cannot even do anything for yourself. To be sincere to you is not easy – it's not easy at all. (INTV46).

You know the work consumes all your lifestyle, because...you reach home by 6 or 7 the evening what else can you do beside just eat and sleeping? And the following day you start again. ...by the time you reach home, all your children and family would have fallen asleep what else can you do at that time of the night? You can't even listen to the news, because as you sit down to

begin listening to the news you will fall asleep on the chair. So, it is not easy, but we don't have any choice (INTV44)

The responses of respondents in this study points to occupational characteristics associated with the construction sector. Workers linked these feelings of exhaustion as one of the factors responsible for imbalance in their work and family lives. Some of the examples expressed by respondents is also linked with issues associated with high levels of fatigue, workers inability to have enough time to rest leading to frustration because the feeling of exhaustion has hindered them from performing their responsibilities at home as they only return home to eat and sleep. This findings aligns with (Orji et al., 2016) who claims that workers can become psychologically and physically vulnerable with this experience.

It is not easy at all, because I always come home tired and can't do anything, my wife told me once that 'no matter what, I should try and come home with some strength to help her lift something when needed or even the strength for other things'. But this work has not allowed me to do that because I always come home tired and this is affecting my family seriously...(INTV23)

...Our problem is that, this job... doing it for Ten, Fifteen to Twenty years, one must understand that the years you spend doing the job is already taken out of your age. That is how it is affecting one's life. For example ... waking up in the morning, I mean early morning, means you don't have any time for yourself or family is a major cause for concern...I have spent more than ten years coming to work on Saturdays and Sundays in this place, sometimes I close 1pm and sometimes later than that...if we don't go anywhere with the Whiteman, I normally reach home between 9 to 10pm, sometimes even 11 pm depending on the traffic and I have to be at work the next day. (INTV41)

I have been doing this work for more than 30 years, the energy I started with 30 years ago is not the energy I have now, and the nature of the work has not changed. Which means, I am now more tired in the evening than I how use to feel 20 or 30 years ago when I was younger. If the country were better, I would have ask for early retirement so I can rest and look after my health but I can't, I have to keep going so I can provide for my family, I have to keep managing until my children reach the age where they can take care of themselves and me also (INTV45).

These findings point to the level of imbalance experienced by the workers due to the feeling of exhaustion in relation to their work. Indications of the severity can be seen when spouses resorted to begging their husbands to return home with some energy to help lift something when needed. When this feeling lingers for a long period of time, beside the psychological impact, it can also lead to health challenge as suggested by (Aryal, Ghahramani, & Becerik-Gerber, 2017; Lingard et al., 2010). Some of the workers also linked their feelings of exhaustion to their age and how they felt when they started working in the industry. With long hours of work and the associated

exhaustion and the health concerns, once it continues for a long time as the works age, the physical energy to continue will no longer be there despite their wealth of experiences.

If you want me to talk about the fatigue we experience on this job, I will say a good answer is the number of people who have always called in to say they are not feeling well, or the number of workers who have had accidents on the job in the last 2 – 3 years, even terminal injuries. We have lost colleagues here who were either injured or even lost their lives, and if you look at it, is all because of this job. All because of the pressure of this job and stress associated with working in this industry. If you ask me, I will say people should be allowed to rest on Saturday and Sunday, and work Monday to Friday (INTV15)

I told you that I use to manage my department which is Precast and Block moulding unit. Each unit has about 20 to 30 workers. Every time I get home, I will just be angry with because the exhaustion was getting out of hand. Even now, that the two units have been separated, still I am always tired because of the work. You shout here, run there, correct this one, encourage that one and by the time I get home and sit on the chair, I begin to sleep. Honestly what they always ask us to do on this job has hindered us from being good fathers at home (INTV34)

My brother, this work is tiring walahi [honestly], I won't lie to you. They call us essential workers, because I operate all generators to make sure there is electricity in the head office all the time. You know their computer server room need to be working all the time. White people don't play with internet, so even on Christmas day I have to come here, I don't have time with my family I have to be here on ground all the time and I am always tired because it is too much (INTV05)

The inability of workers to carry out their family responsibilities due to exhaustion associated with working in the construction sector has been vividly expressed in the quotes above. As expressed by some of the workers, working at multiple sites is a major factor leading to work-life imbalance. Other workers attributed their cause of exhaustion to the leadership they provide within their unit over so many workers. Another factor which leads to work-life imbalance in the Nigerian construction industry is the issue of age with which respondents consider as important in their reaction to outcomes of exhaustion at work. Respondents also associated regular accidents in the workplace to the nature of their jobs and the experience of exhaustion. Another area where workers experience exhaustion is a situation where workers are maintained as essential workers, and they work beyond the stipulated working hours including weekends.

6.1.4: Job relocation and family separation

Job relocation and family separation has been identified as an issue for employees and their families which has led to work-life imbalance in many industries. Although cultural expectations often lead to personal sacrifice and research has indicated that family members have to go through the experience of relinquishing control over their own prospects and identities, and exercising influence in relation to negotiations concerning their living arrangement.

No, no, no, I can't bring my family here. My wife is a civil servant, and she has invested more than 10 years in her job with the state government. Although I like this job, and as an Engineer, this is what I went to the university to practice, which is construction. But the way construction work takes people everywhere, and how we move and keep moving? I can't jeopardise my wife's career because of my own. I don't want to be that selfish, that is why I left them back in Lagos and travelled there once every month (INTV57)

The regret I have is that whenever I am transferred to any location, I take my family with me. My wife was working with a small company, at least she was getting something small at the end of the month to support the family, but during the last economic crisis, the government couldn't pay our company, and the company laid off workers and I was affected. Because of the lack of income, we suffered too much financially. So I decided to send my wife and children back ...her former boss...a good man agreed to take her back. The children stayed with their grandparents while going to school and me I'm here alone (INTV26)

The experience of workers constantly negotiating, deciding and in some cases, regretting their decision on relocating their family members came through in their responses. This is particularly difficult because respondents who choose to relocate their family members for the purpose of work and due to fluctuations in the industry lose their jobs and had to live with that regret. These experiences take a toll on employee commitment, satisfaction and motivation. The knowledge of the impact of these fluctuations on the family income has influenced some respondents to ignore the inherent impact of family separation both on the family and the children by choosing to relocate.

... the biggest thing for me in this job is moving away from my family. If you have a young family, a wife who is left on her own with the little children, even though they may not show it, it can make life stressful because you are not physically present all the time. If your children are teenagers, hmmm leaving them alone with your wife to raise because of work, hmmm It is not right. By the time you come back, you will not know your children again, it is not ideal and that is what this job is doing to us... (INTV02)

Where I come from, construction workers are called 'Onye Njem' in Igbo language meaning the traveller. While growing up, I know that construction workers never stay at home, they go

wherever construction work calls them to go and they come home once in a while. It is the same thing with me, my family, my wife and children are not living with me. I was in Enugu when my company got the contract here in Abuja, I left them and came here. We got another job in Kaduna to build a flyover bridge...when my attention was needed, I travelled there and came back. You can't continue to take your family every now and then, anytime the job calls you, there has to be some family stability otherwise the impact is unimaginable (INTV52)

These responses show the level of imbalance experienced by the workers and their efforts in trying to solve the problem. The constant relocation as a result of work demands could like lead to family problems, misunderstandings, missed opportunities in children upbringing and even divorce. According to Devi and Rani (2016) constant relocation and migration affects women most especially diminishing women's ability to pursue their career and reaching its pinnacle. In such ways the feeling of lack of accomplishment may cause regular conflict in the family affecting organisational commitment, job satisfaction and in some cases turnover.

The implication is that young and teenage children on the cusp of independent living are likely to face the prospect of moving with their parents and having to adjust their further education plans or initial employment plans, including leaving behind their friends and peers (Green & Canny, 2003) while others may choose to commute so as to maintain the family structure.

Because of constant moving around, with this job, my children who are teenagers now don't have friends. We as a family don't have any family, we can call family friends all because of this job. First it was Port Harcourt, then they transferred me to Lagos, I went with my family, settling down wasn't easy, mind you when we arrive at the new location, me I will immediately go to work while my wife and children are left to try and find the right school, look for the market, try to establish relationships with people around then a big contract was given to my company here in Abuja, I was asked to resume as project manager, we then have to move again. So you see the problem associated with moving around is not fair on the children or my wife (INTV34)

Job relocation is a key issue for workers and their family members because of the increasing labour mobility in a profession that is highly insecure. Workers regularly have to negotiate practical issues like family relocation or separation including its impact on children's education, spouses' career and the dislocation between extended family members and friendships. In addition, workers also reported how they faced challenges associated with job relocation when trying to settle down. Some report that when they are transferred from town to town, the company which is supposed to make arrangement with either financial assistance or transportation to move their belongings, does not do that anymore. The struggle to try and find a good accommodation in a new location when their attention is needed at work leads to a significant experience of imbalance.

When asked about how the company assist their workers, the respondents report how despite their personal sacrifices by using their personal cars to come to work , the company does not care to help them fix the car when it develops a problem even when the company has not provided transportation.

No! Because most times when I am on the field or site, I do have family problems. For example, I was on site and my house got burnt, but the company could not assist me with anything up till date. The only thing they did was that they gave me a Hundred Thousand Naira to look for an accommodation as I await the intervention of my insurance, but I have not seen anything up till date, for the past 15years. So there is no balance in this company at all. (INTV35)

...With this wahala, and the way this new MD is treating us in this company, hmmm. I can't say there is any balance oh... you use your personal car to come to work and when it spoils nobody care will care to help you fix it, so what can one use to balance life again ehn? My brother no balance. (INTV36).

Respondents reports the lack of fairness in organizational treatment. In fact, the degree to which an employee is fairly treated for the efforts towards organizational goals, as well as the overall fairness when distributing resources among employees, and the procedures being used when distributing those resources. The lack of supportive treatment is seen to represent belligerent organizational policy and practice which will negatively impact the employee. This finding agrees with Eisenberger and Stinglhamber (2011) who suggest that the perception of, and experience in organisation support create a positive relationship with employees' attitudes and behaviours, such as commitment, job satisfaction, job involvement, organization citizenship behaviours and overall performance.

I live with my family here, but ... I leave the house at 5 am every day, and driving for more than 2 hours every day is one thing; although I'm the only one in the family who gets the impact of that, but to pack our things and move home completely because of this job, that will affect the whole family much more which will not be easy (INTV10).

From the responses above, it can be deduced that job relocation and family migration have immense negative impact on the family. Although how job relocation and family migration is experienced depends on both the cultural context of the migration decision and the cultural characteristics of the workers undertaking the constant migration. While other workers may not mind moving around, perhaps due to their disposition or family flexibility in relation to job relocation and migration, it is worth noting that from the extensive display of distress experienced by workers can only be summarised as a tip of the iceberg.

6.1.5: Family and caring responsibilities

Many of the respondents identified caring responsibilities in relation to caring for both children and or extended family members as main factor leading to work-life imbalance. Some of the respondents identified the lack of time to run errands for their families when needed as another factor leading to work-life imbalance. Family commitments especially childcare responsibilities results in many individuals not being able to achieve work-life balance. Caring duties have been identified as the responsibility which contributes to conflicts within the family, particularly dual earner couples. Here are some of the quotes

Presently, I have five children and all of them are schooling. One is in University...he is in year two... And others, the other one is in SS 3 [year 10]. Yeah, final year of secondary school. The other one is in JSS 3 [year 9] ...others are in primary/nursery. I also take care of ... my mother because my father is late. So, my mother and some of my younger brothers, they are almost four or five in number. Although my younger brothers are not really depending on me, but I do normally help them. It's only one that depends on me after securing a trade for him ... (INTV59)

Toh, I don't have anything to do because this thing is paining me because I'm a family man. And the family problem is going up up all the time and we have no way of making extra money... when the work continues, ... I can't have any problem with my family but now until I struggle before I can get something to give my family because everything, all my mind, everything is on the job... (INTV62)

...there are things I'd love doing for my children when I get home earlier than Seven o'clock. I can decide to participate in ironing clothes – their school uniform and I'd ask them one or two questions about their school, about their day. Additionally, my children can ask any question about life or anything they want clarification about, or even about their homework. The ones that I know I can assist; I answer and assist them with homework...I can cook very well myself...but all of this is lost because of work. The only time I get to be with my family is when I have my annual leave. So, when I feel that at the home front I may be needed, I can take my leave to be with my family, and with my years of service now, my leave is one month... (INTV38)

The debate on the impact of caring responsibilities on employee commitment has been on going. The respondents expressed how these caring responsibilities have immensely contributed to their experiences of work-life imbalance. When faced with these kinds of challenges, workers are usually torn between their family caring needs, i.e being physically there for the family when needed, and how to meet the financial needs of the family. Family networks are important in offsetting stressors when

managing work and family demands. Family caring responsibilities can be financial, physical and emotional in the context of caring for a dependent family member.

Some of the respondents who have been unable to balance the need of being there for their families, with the demand of their work decided to relinquish some of the responsibilities for the other. For example, some respondents had to send their children out into boarding schools.

Because of this high demand of my work...and how I see she [my wife] is struggling to cope with some of the children, I now push them [the children] to the boarding school; the ones that are in a secondary school age, I now push them to the boarding school...only for the younger ones she is now taking care of them; when the days of their vacation come, I normally take excuse to go and bring them home...on the day of their school resumption is the same, I also take excuse from work and take them to school for the term. (INTV45)

Living in Abuja is hard. When you have a family, your wife and children, like me, and the children are of school age like mine, and you are working with a construction company, it will be difficult for you to manage both. Most especially when your wife is working, you will either hire a house help and pay, if you have the money or you get a relative from the village to come and stay with you like I have done. If not, you can't have your attention on the job at all, and they cannot tolerate that in construction (INTV25)

The imbalance here shows the challenges faced by workers in the construction industry. In some cases, families may decide to utilise the services of nursery to cater for the children when both couples are working. While in some cases, one of the family members will sacrifice their professional careers and look after the children until they reach a certain age and can go to school on their own.

In addition to caring for the children daily as required, parents do experience imbalance in their working lives during children holiday periods which was expressed by the respondents. This is because parents will have to make provisions for additional care for their children.

Sometime school vacation turns out to be very expensive because the children will always ask you to take them to eatery, and because of the weather here in Abuja, they always request for ice cream without knowing how expensive it is. You also talk about extra lessons for the children during this same vacation in order to keep them busy instead of staying at home and playing. So, all of these will naturally increase the financial expenses of the family without any extra source of income (INTV45)

Sometimes the family responsibility is not only to do with money, for me, how I have been struggling is that after coming from work, you have to also settle misunderstandings among relatives, and extended family members, because I am the eldest son in the family and my duties never ends (INTV49)

Apart from caring for the nuclear family, respondents expressed their experiences of imbalance with regards to extended family members. A good number of the respondents reported that their extended family members believed it was their responsibility to care for them both in terms of physical presence and financially as well. Some respondents further expressed thus;

My father was the eldest in the family, and when he passed on, I had to undertake that responsibility on behalf of my late father. Even though I hardly have time to go and see some of these family members because of the nature of my work, I make sure anytime there is any need which I can help by sending money, I do that and this is putting a lot of strain on my finances...(INTV17)

There was one time where my wife's mother and my mother were living with us. All of them old and sick, and I was trying to cope with family and work, so my wife helps to take them to the hospital and bring them home. In all of these, I provide the money for their medicine and this is not easy...this is Africa what can you do? (INTV24)

The emphasis of the respondents on the care they provide to both nuclear and extended family members is attributable to the nature of the socio-cultural context of Nigeria. The social fabric of Nigerian society emphasizes the need for individuals to care for their extended family members. Members of the society who do not care for their own family members are usually seen as irresponsible and they are given social sanctions. These practices must have been the reason why respondents, despite their struggle, still carries the responsibilities of caring for both extended family members, In-Laws and nuclear family members leading to an experience of imbalance. The challenge faced by construction workers leading to imbalance in the work and life experiences can be traced to these kinds of pressures by the family members when at the same time workers are faced with the demand of long working hours and inflexible working shifts. This finding agrees with Greenhaus and Powell (2006) who argued that extended family members contributes to the individual's stress level leading to work-life imbalance.

6.2: AVAILABILITY AND UPTAKE OF ORGANISATIONAL INITIATIVES FOR WORK-LIFE BALANCE IN THE NIGERIAN CONSTRUCTION INDUSTRY

This section discusses the second research question which deals with organisational policies and initiatives for work-life balance in the Nigerian construction industry. The chapter is subdivided into four subsections based on the themes that emerged from responses of the respondents. Unequal implementation of organisational initiatives is discussed first, then followed by flexible working initiatives, and then the issue of paternity leave was discussed and finally reasons for utilising organisational policies was discussed.

6.2.1: Availability of organisational WLB initiatives

The scope and range of organisational policies and initiatives for work-life balance among workers in the Nigerian construction industry differs considerably. The responses reported in this study indicate that the experiences of workers in relation to access to organisational policies and initiatives differs in the sense that while office workers may report some degree of access to organisational initiatives, site-based workers report partial and low access to the same initiatives. Availability of, and access to initiatives are crucial in employees' ability to manage both work and family responsibilities. Some of the quotes are presented below.

...we have sick leave, like in terms of maternity leave, that goes to women, those that work in the office, you know women don't do field work... they work in Admin. So, for a woman working they will give her maternity leave, an individual like a man, they give sick leave if you are sick. You can even take leave when you want to travel to go and see your sick parent. I've used sick leave, I had to request for sick leave let me go and treat myself properly, if your wife put to bed, they will allow you to go and see her and the child too. Although not too much like that, (laugh) highest they will give you is 3days to go and see them. All of these helps you to settle down and do your work properly (INTV01)

Yes annual leave as I told you, am almost 8 years now in the company, so the first 3years in the company I went on an annual leave, and I have been going for my annual leave at the particular date I was employed in the company, I usually go for 2weeks leave. And even when I felt ill and needed to go for medical check-up the company gave me 3days to rest and return if I feel well. (INTV03)

No, for annual leave, you can go for your annual leave when you are due or when you feel like taking your annual leave, if you have 1month annual leave, you can take 2weeks at the first instance, you will not be allowed to just take the whole month at a stretch, no. You take 2weeks or at best you take 3weeks depending on what you want to go and do, and at a later stage you can as well take the remaining one before the year ends (INTV33)

From the report, workers were allowed to take their annual leave in a staggered fashion. Although workers were not usually allowed to take the whole leave at a stretch, the few days and weeks given allows them to take some time off and be with their families. This implies that, construction companies have full understanding of the loophole in the provision of the labour Act (2004) which allows workers to at least 6 working days with full pay after working for up to 12 calendar months for annual leave, and up to 12 working days with full pay for sick leave. Although construction work in Nigeria is seasonal, Ollier-Malaterre and Andrade (2016) noted that when workers are able to access employer-driven family friendly initiatives, it could increase employee commitment as well as decreased absenteeism and turnover intention. However, where there are implementation gaps, by way of reduced employees' access to the initiatives, or allowing supervisors to use their discretion for who to be allowed and who to be denied, the initiative cannot be effective (Kelly et al., 2008; Kossek et al., 2010) because then workers will be forced into competition to gain the respective supervisor' favour and be in his/her good books. This experience can impede organisational commitment and impact productivity negatively. Because workers who are unable to achieve being friendly with the supervisor continue working without access to organisational initiatives.

No, in Nigeria here, it always depends on the regime we have. What I mean by regime is that it depends what kind of supervisor you have. But for me, I have never gone on leave, annual leave, sick leave and all what not. Because in this company, when you request for some time to be off, the next time you come back they will tell you to wait until there is an opportunity again. Which means someone has taken your job. So if you love your job, I cannot take any time-off and they call me a very hardworking employee simply because I have been working without resting (INTV02)

Some people may need to do one or two things for their lives, so instead of taking various excuses to be absent, they ask you to go for your leave. Through that, workers can achieve one or two things.... But even when you exhaust your leave, depending on where you find yourself, how you are with your boss, after exhausting your leave, if you are hardworking, he can also grant you a compassionate leave, you can be absent as long as you are being permitted to do that, no problem (INTV33)

This report aligns with Ashraf (2019) who states that work atmosphere has a significant role in mediating employee job satisfaction. While work atmosphere can

be interpreted to mean the dynamic nature of work atmosphere impacting the organisation (Raziq & Maulabakhsh, 2015), work atmosphere could also mean the relationship that exist between workers and their supervisors. This is because, employee efficiency, effectiveness & productivity can only increase when organisations ensure they satisfy the needs of its employees by providing a level playing field with regards to access of policy initiatives (Raziq & Maulabakhsh, 2015).

My brother, I know that the way they handle us in this company is not the same, I know that there is favouritism in the way workers are handled. For example, I have one of my tribes man working as admin officer at the headquarters, he told me people in the office can take time to go to school and the guys in the office will plan it in such a way that you can leave the office early and meetup with your classes, here at the construction sites, you don't even think about it. The moment you request any opportunity to close early, your job is gone. And they call us workers of the same company? I don't think so (INTV38)

I can tell you that what is going on in this company is nothing short of tribalism. Our site manager is a Yoruba man. I am from the north, and any time I ask for two or three hours to be off, maybe my wife is sick, and she cannot collect the children from school, he will say the time I am asking will be deducted from my pay. But if a southerner as for it, he will not deny them (INTV26)

Haley-Lock (2009) stated that inequalities in access to organisational initiatives particularly among low-level, blue-collar and part-time employees meant that workers within these categories normally have lesser access to initiatives when compared to professionals like managers and other full-time employees.

Well, what I experience in this company is this: since I started working here, there are things we don't benefit from. For example, when we are due for leave, we are denied the opportunity because of the pressure of the work.

Even when the next year comes around, we will still be asked to suspend it and sometimes when there is pressure of work, we are asked to stay back, and we are not paid. For example, this colleague of mine was not given last year when he applied. They said until January when i will be back from my leave and they will allow him to go but that was not done (INTV35).

One thing I observed with this company is that, the way we are treated as site workers is different with office workers. You see, the people that work in the offices, like clerks, secretaries, accounts staff, admin staff etc, always enjoy their annual leave, study leave, and any other thing that is written in the condition of service, but for us site workers? No way. We are not allowed to go anywhere, usually when construction work is on-going. You yourself will not have the confidence to request for anything like that, because even when you do, they will not allow you to go (INTV36)

Having access to organisational policies is one thing and employees' ability to use the policy is another (Kossek, Baltes, et al., 2011). From the responses, some of the

policies have been outlined in the condition of service, but the workers haven't had access to it as they would have expected due to inequalities in the implementation of the policies. The difference in access to some of the initiatives between office-based workers and site-based works were also highlighted by the respondents. It is important to note that these inequalities in the implementation of initiatives need to be taken seriously and addressed in order to avoid a feeling of resentment among workers as highlighted by Bringham (2011). From their responses, in terms of time-off offered by the company, a significant number of the respondents were not aware of the existence of policies like parental leave, carer leave, study leave and paternity leave.

For me, I know that we have sick leave, when you are not well, the company will allow you to go and treat yourself and return. I am aware of annual leave also, even though its not long that they started implementing it. But this one you are saying, for them to allow you to go to school and return? Hmm, for me as a father to be allowed to go on leave when my wife has a baby? No company will allow that in Nigeria, I don't know we have that. (INTV30).

What did you say? Parental leave? To go and care for your children? I don't know if we have that. All I know is that the company can give you some few days to go and treat yourself when you are sick. Many people here, bring their relatives from the village to help their wives in taking care of the children, but not for themselves to say they want parental leave, carer leave or whatever you call it. Maybe it is practiced in the western world, it may be applicable to all these oyibos, and not us here (INTV45)

Although the respondents showed a lack of awareness of the existence of the initiatives offered by the company, this lack of awareness was related to their non-use of the initiatives. One of the respondents reported that he hasn't heard of carer leave anywhere, and that it may only exist in the western countries and not available in the Nigerian construction sector. This experience might not be sheltered to construction workers alone as similar replication has been reported in other sectors. The interview revealed that the employees were not aware of the policies and initiatives such as compressed hours or working from home. Although part of the reasons was related to the economic situations in Nigeria which did not support flexible schemes. A respondent pointed out that Nigerians are not used to such arrangements even among office-based workers as such they may find it rather odd.

If you consider the fact that we are construction workers, you know construction work needs people to be working all the time, you cannot expect to be allowed to work from home when you are needed at the site (INTV54).

6.2.2: Flexible working initiatives.

In terms of flexible work arrangement, a significant number of the respondents reported not being aware of the existence of flexible working opportunity offered by the company.

If I know what you mean by that flexibility in our working arrangement which you are talking about, I don't know if there is anything like that oh. Just like I said about some of the leave you mentioned earlier, I don't know if we have anything like that. Unless maybe the ogas in the offices, the big men, you know if they decide to give themselves some flexibility, me I will not know because we are site workers, and we need to be on ground whenever there is work to be done (INTV45)

No, we do not have any flexibility here. Maybe one or two days for the naming ceremony of your child or few days to be with your wife when she delivered which is not paternity leave. If you want to take casual leave which will be deducted out of your annual leave, one of our workers also wedded recently and was given some time off. If that is what you call flexibility, then fine because all arrangements here depend on your manager (INTV06).

This confirmation further buttress the suggestion by Haley-Lock (2009) which emphasized that inequalities in access to organisational initiatives particularly among low-level workers can contribute to organisational inefficiency. Workers reported not been aware of any flexibility arrangements. In terms of regular working opportunity provided by the company, a significant number of the respondents showed they were aware of the existence of the initiatives. Working arrangements, which gives workers flexibility in managing both work and home responsibility, is a key element in the attainment of work-life balance. This lack of awareness of the organisational initiatives came through significantly in the responses about access.

Most European countries have a legislation in place that guide the operations of companies just to ensure employees regularly access time-offs to be with family, including flexible parental leave which enables parents to spend more time with their children. In addition, these measures help to reduce workers calling in sick, hence reducing absenteeism.

Working in the construction industry considering the stress associated with it has been documented. The impact of accessing organisational initiatives, which helps to reduce the tendency of work-life conflict, has also been studied. However, in the context of Nigeria, the legislation, which mandate companies to offer family friendly policies to workers, is not comprehensive. The labour Act (2004) makes provision for

annual, maternity and sick leave but leaves other provisions like paternity, carer, casual and various forms of flexibility to the discretion of the company. The responses regarding awareness to time-off like annual leave is because the Nigerian labour Act 2004 states that workers are entitled to at least 6 working days with full pay after working for up to 12 calendar months. Regarding sick leave the labour act 2004 states that workers are entitled up to 12 working days with full pay. A possible implication of the lack of awareness and access to organisational initiatives can be seen in the number of respondents who reported utilising some of the policies to deal with personal illness and personal stress. Office based workers reported utilising the initiatives for career advance. Nigeria and its construction industry need to learn from other countries of the world like the Europe where legislation exist mandating companies to offer their workers as much flexibility and a favourable working condition. Although the federation of construction industry (FOCI) in Nigeria and other affiliated trade union bodies have organised themselves to press for the rights of the workers in terms of regular pay increase, time-off as stipulated by law, provision of working tools. However, the significant response on the lack of initiatives availability and access indicates that more needs to be done.

6.2.3: Paternity and maternity time off

One other initiative used by organisations in developed countries like Denmark, Finland, the United States and the United Kingdom is paternity leave. Paternity leave is given to the biological father or adopter of a child. The legal provision of paternity leave usually one or two weeks after the birth or adoption of the child and this is paid at the rate of 90 per cent of the individual's monthly pay. In addition, paternity leave can be given to individuals without pay. For example, in Denmark and the United Kingdom, a spouse or partner of a woman who is responsible for the upbringing of a child has the right to apply for and be granted ordinary paternity leave and may also be qualified for statutory paternity leave. The expectant father under this provision, can either take one- or two-weeks paid leave paternity leave. In addition, paternity leave can be for a maximum of 26 weeks which can be taken when the child is born or adopted. Some employers in the United Kingdom normally have their own paternity leave arrangements, which may be more generous than the statutory provisions. In most cases, the arrangements are stipulated in the employment contract. From the responses reported in this study, workers acknowledge that this initiative was not in existence in Nigeria's construction sector. As the quotes below will reveal, most

Nigerians normally viewed the task of raising children in their early years as the sole responsibility of the mother.

We don't have paternity leave because it's a new term. For us basically, the men usually don't even go for paternity leave because when you go for paternity leave, we don't have provision for it here anyways. So, we have provision for maternity leave which I think is 6 months and then there's no provision for paternity leave, but we haven't – ok, I think we will consider that. In some cases, if there's a complication during delivery, and affected workers request for that, of course it's granted. But if there is no reason or any complication, and you don't request for it, the organization would not be the one to prompt you – oh you go and have a rest – yeah; but if there is a reason, of course. Except in some cases where you need the men around, I don't think it's necessary. Because personally, as a mother, when I have a child, I need my husband to be at work because we need to put food on the table. I am away from work, I take my maternity leave, and I bet you the maternity leave is never enough, so even at times I take time beyond my maternity leave because the baby comes first; so then, I don't have an income, and we need all the income we can get to put food on the table and a roof over our head; with that, I don't think my husband or I would want my husband to go on paternity leave or, I don't think it is necessary because I am the one taking care of the baby isn't it – yeah (INTV22).

No there is nothing like paternity leave here, not even in the whole country. I don't seem to understand why you are asking us to give leave to the husband when his wife delivers a new child. What will he be doing at home, sitting down and looking at the child? Will he be bathing the child or helping to change diapers? All of these are easily provided by relatives of either the man or the woman, or even neighbours. The job of the man when his wife delivers is to work hard and make extra income to support the family because the birth of a new child brings added responsibilities. So, I don't think the man should be given paternity leave when his wife delivers a new child (INTV34)

Paternity leave? No, no, no. For now, in this part of the world, it has not been an official thing that is one; and so as Africans, we believe the mothers should take care of the babies. While the man goes out there looking for what the family needs. Like working to earn money and other things like that. For male workers whose wives have been put to bed be allowed to take leave or some days or weeks leave to help take care of the babies, Perhaps because ... [company name] and Nigerian Government have not legislated that, perhaps that is the reason [company name] is not part of this paternity leave arrangement. But I believe that [when granted] they [male workers] will have time to bond with the new baby; I personally believe they should be allowed and granted maybe in years to come, there should be a legislation for such a leave (INTV31).

The above quotes represent the perception of some respondents with regards to paternity leave. This perception is coming from a standpoint of the fact that the social framework of the African family setup enables families to benefit from the support of relatives immediately after childbirth. This standpoint has given birth to the belief that the fathers' presence in the home after the child is born is not important because

there will always be support from extended family members. Other respondents reported that paternity leave is not implemented in the country because it has not yet been legislated by the government. According to (Mordi et al., 2010), these perceptions is because Nigeria is a strongly male dominated society where gendered division of labour prevails. This is similar with many African countries where extended family system is also very common as a result of the help it brings albeit at a cost to individuals.

The low implementation of paternity leave in the Nigerian construction sector can be attributed to the fact that Nigeria is a traditional society where responsibilities are ascribed to individuals and men are usually seen as the bread winners of the family and being physical strong hence the allocated responsibility rather than providing care for new born (Mordi et al., 2010).

Paternity leave? No, Because every project is predetermined by the output of the company which is measured by your input versus that project life cycle and once you're looking at paternity leave, you... are looking at approaches that will impact these output negatively, although it's not a very compulsory... if you decide to go and be with your child. Only your income will reflect the impact of your decision. Apparently, at this point in time, we have unions that look into this situation and from the Nigerian aspect, not from the German aspect, the union has come to conclude that it is not so applicable in this side of the world – Africa that paternity leave needs to be offered, rather, you take part of your annual leave if you want to... or casual leave. We have something called casual leave, then you can use your casual leave for situations like that, ... but you don't have a paternity leave (INTV30)

You see, I must be honest with you, ... it is not like we cannot do it, it's not that we cannot borrow a leave from our parent office in Lebanon or any other offices in Europe, but our system in Nigeria has not accommodated that. Our leaders have not really look into it as something that is very relevant to us Nigerians, so if that could be incorporated in the labour law, then fine why not? But since it's not in labour law, all these international organizations will be dodging it because they won't want to be leaving staff for paternity, for maternity or anything, man-hour loss and so on, but if this paternity leave will be added to labour law concept then fine every other organization will start implementing it (INTV58).

No, paternity leave at the moment, maybe with time, it can be introduced. There is always a new time for a new thing. That will be welcomed here because I know it is happening in Europe, it can also happen in Nigeria if our leaders can consider introducing it into the laws of the land. It will really be welcomed (INTV43).

Most of the respondents demonstrated an understanding of the need to have paternity leave enshrined into the country's labour law which will stipulate how long a worker can be entitled to when his new child is born. Although an attempt has been made to

introduce a bill for an act in the national assembly but failed woefully with a resounding voice vote against it (Nwaubani, 2018). The feeling that a father deserves to be given some time off when his wife delivered a baby is gradually emerging in Nigeria because of states and institutions have started implementing that into law, although it is not yet a national policy. (Omorotionmwan, 2015) reported that Lagos and Enugu states have both introduced paternity leave in their workforce. In Lagos state, a man to whom a new baby is born, is entitled to two weeks (10 working days) as paternity leave and the time of the spouses' first two deliveries. In Enugu state, paternity leave is three weeks. In the same way, (Nwaubani, 2018) reported that Access Bank became the first financial institution in Nigeria to introduce paternity leave their workers with a week of fully paid time off.

What is good for the women is also important for the men as it is the responsibility of any responsible man to assist the nursing wife especially at night. The man should be able to relieve the woman at night at intervals not only that, after the birth, the man will do the running around preparation for the naming ceremony, so he needs time. There are instances of couple whose parents are deceased, who then helps? For instance, I used to help my wife those days as I massaged her, bath her and the baby, that is why I apply for my annual leave when my wife is about to deliver. I will advise the government to make a mandatory paternal policy even if it is less than the maternity leave of three months, but at least, one month for the baby to get enough fatherly care (INTV19).

I have always wanted to be there for my wife and child from pregnancy till birth, but my job could not allow as I spent less time with my new born to an extent that I had to ask them to travel outside to my village in order to get appropriate care from my grandparents. The reason was the first few days after birth, I hardly slept well at night that by the time I get to the office, people noticed. This affected my thinking and work as well (INTV29).

From the interviews conducted, the opinions of some of the male respondents indicated they would like paternity leave to be introduced and legislated in the country as this would help make them share quality time with their wife and the new born, rather than thinking about the new born and the mother while at work because a call from home can affect their work concentration.

6.2.4: Reasons for utilising organisational initiatives

Most of the respondents who reported using the organisation initiatives allocated various reasons why they utilised the initiatives. Majority of the respondents reported using the initiatives to rest and recover, while others utilised the policies to treat

themselves for illnesses related to their work. Some of their responses are listed below:

Previously, in the last five years, they changed it because if you don't go for leave you can convert the money and they'll pay you, so people don't usually go for leave so that they can have additional money, you understand. (INTV40)

You know there is the need for people to relax a bit from work, you know, go back, refresh gain some time with the family, regain your strength and come back (INTV39)

For me it's up to three weeks because I have spent more than ten years in this company, and I used the leave to rest and gather myself again. If not so, one day you will collapse in this work. I also used the leave to take care of my aged father in the village (INTV43)

Yes like annual leave, we have annual leave depends on how you serve the company if you are from year 0-5years you are permitted to go for 5 working days then I think they will pay you your basic salary with it and I have used the leave to go and rest. The stress of this work is too much. I don't know how some workers survived working here for more than 10 years without taking any leave, there are people like that. But me? I can't, I need that leave to rest and regain my strength (INTV54)

In my 26 years of working in this company, I think most of the time-off I have used in this company is to treat myself. Working 7am to 6pm every day, 6 days a week and sometimes 7 days a week is stressful and every opportunity you have to rest, it is better you take it and that is what I have been doing (INTV49)

The findings in this study showed and confirmed other findings in the literature with regards to the demanding and stressful nature of the construction industry (Enshassi, Al Swaiti, & Arain, 2016). The striking contrast between the Nigerian construction industry and other construction industries around the world is the limited awareness of and access to organisational initiatives in the Nigerian construction sector which has contributed immensely to the lack of effectiveness in the sector. While most of the construction companies in Nigeria are either foreign direct investments, others are through partnerships, it is expected that these companies would utilise some of the policies and initiatives being used in other parts of the world to ensure construction workers in Nigeria attain some level of work-life balance.

6.2.5: Workers' view on WLB– availability and uptake

While categorising the various views of work-life balance by the respondents, it was interesting to note how some respondents view work-life balance as the responsibility of the company. In general, a good number of the respondents thought that work-life

balance has to do with the company's policy which affect the comfortability of their workers' lives in terms of its operation, while others view work-life balance as the strategy put in place by the company which enable their workers to give a 'reasonable attention' to their families, other respondents feel work-life balance has to do with the company's effort in allowing their workers 'marry their work responsibilities and lifestyle with a view to achieving an equilibrium', still, other respondents feel the company's ability to 'come in' and help workers achieve a balance between their work and 'other goals'. here are some of the quotes:

Well, in my own little understanding, Work-Life Balance has got to do with how the operation of the company is affecting the comfortability and the time or the lives of the workers, I mean how the operation of the company positively or negatively affect the personal lives of the workers when they close from work and they are with their families. INTV28.

Work Life Balance is the strategy put on ground by the corporate body to enable the workforce, if you like, be able to have some reasonable attention to their families, to themselves in addition to their workplace. So, they should be able to find... strike a balance between activities in the office and the activities at home and for their self-improvement too INTV57.

Well, work-life balance as you know is a concept we use to weigh and get equilibrium from the employee benefits and the work they have done or they are doing and their social life out of the work, so as to be able to marry their status and their lifestyle with the environmental factor. So what we do as a company is to try and help workers achieve this equilibrium INTV58.

Work-Life Balance, ahmn, let use my own little understanding. I think it relate to trying to level up between your work and also other facet of your live; probably like your family, your goals also – your personal goals, you know, how does your work enable you to balance, how does the company come in to help you find a balance, what balance do you have in doing your work that does not affect other goals. I think that is what I understand by that term work-life balance INTV18.

These views, although not explicitly stated, are in line with other organisational initiatives in ensuring that workers achieve a considerable balance between their work and life responsibilities. Initiatives such as leave provision, flexible working arrangements, regular breaks while working, and some form of support where possible. According to Eisenberger and Stinglhamber (2011), organizational support has a tendency of fostering enthusiastic productive employees. Lee et al. (2009) argued that work-life balance can be considered as work environment which allows parents, single adults and couples who do not have children, either by choice or circumstance to participate in multiple roles.

6.3: COPING STRATEGIES USED BY CONSTRUCTION WORKERS IN THE PURSUIT OF WORK-LIFE BALANCE

This section discusses the third research question which deals with the Coping Strategy and Coping Resources of the respondents in relation to the demand of work on their individual lives in the Nigerian construction industry. Coping with the challenges associated with working in the construction industry can be viewed from different strands. In this study, responses were categorised into three coping strategies, which are Problem-Focused coping, Emotion-Focused coping and Disengagement. The section is subdivided into five subsections based on the coping strategies adopted from Stanislawski (2019) with a slide change in the use of Avoidance coping which is now referred to as Disengagement coping. Problem-Focused coping is discussed first, then followed by Emotion-Focused coping which looked at respondents' coping strategy when faced with inflexible shifts, job insecurity, physical and emotional exhaustion, and job relocation. Disengagement coping was then analysed. The section finally discussed coping resources which includes workers locus of control, self-efficacy, self-esteem and the various sources of support used by respondents in their drive to cope with the challenges associated with working in the Nigerian construction industry.

	Responses	Active response	Passive response
A	Problem-focused coping	Work affecting home	Work affecting home
		Home affecting Work	Home affecting Work
B	Emotion-focused coping	Work affecting home	Work affecting home
		Home affecting Work	Home affecting Work
C	Disengagement	Work affecting home	Work affecting home
		Home affecting Work	Home affecting Work

Table 49: Coping model Adapted from Stanislawski (2019)

6.3.1: Problem-Focused Coping

Problem-focused coping is further sub divided into active response and passive response. Within active response, sub-sets that will take into consideration the direction of the impact either work affecting home or home responsibilities affecting

work including passive response. The next two categories which are Emotion-focused coping and Disengagement, both have similar subset to show the categories of respondents' responses. The categories have been created for ease of analysis based on Litman (2006) categorisation of the COPE dimensions.

6.3.1.1: Pay and Qualification-Problem-focused coping strategy.

When we examined the actions taken by workers through the lens of problem-focused responses, workers reported taking actions such as organising alternative source of income, reducing living costs and reliance on their spouses. Actions taken to address these included setting up alternative sources of income comprising micro businesses to be run by the family. Workers also reported given-up their annual leave and time-off to undertake additional work to earn extra income for the family. In addition, respondents reported engaging in multiple jobs to earn extra income while workers also confirmed working over-time jobs to earn extra. Furthermore, respondents also confirmed getting into debts through borrowing from family and friends to be able to pay for the needs of their families. Workers reported developing ways to 'survive' by organising themselves into thrift groups otherwise called 'Adashe'. Workers set up the Adashe group and members contributed money every month after their salaries were paid. The group was set up with numbers not exceeding ten; an amount was agreed by members to be contributed equally every month. The combined amount was then given to one member for that month. The same is repeated each month until the last member received the last monthly contribution. The idea of having ten members in each group is so that every year the contribution would not exceed the tenth month of the year, while the last two months are left for members to use their salaries as they see fit.

Through these kinds of coping strategies, workers were able to use such contributions to pay for larger expenses or make an investment for their individual families without depending on their minimal monthly take-home pay. In relation to the actions taken by respondents on reduction of living cost due to low pay, workers reported relocating their families to areas of the cities that are less expensive in order to save on their living expenses. Workers also reported enrolling their children into less expensive, affordable boarding schools where they were fed and supervised. The respondents also reported reliance on their spouses' patience and financial contribution to the running of the home.

6.3.1.2: Working hours, overtime and Job security – problem-focused coping strategy

When responses are viewed through problem-focused strategy, workers reported making use of their organisational initiatives such as taking time off or annual leave, maternity leave, sick leave and compassionate leave to be with their families. Workers also reported that due to long working hours, they were forced to rely on their friends and family members who normally helped them with their caring responsibilities, like taking their children to school in the morning and picking them in the afternoon after school hours. Workers also reported that they had relied on family and friends who had helped in running errands on their behalf to the markets, visiting sick relatives when they could not be due to long working hours. Respondents reported enrolling their children into boarding schools where they were cared for and helped with their studies considering they (respondents) were often at work all day, all week. In addition, workers reported adopting self-organisation skills in order to manage their time to cope with the challenges of long working hours. For example, due to long working hours, workers reported that they had to make choices over leisure time, family visits and when to take time off from the from work.

When responses are viewed under the problem-focused strategy, respondents reported relying on relatives and siblings who helped with childcare, school-runs and attended to all urgent calls from the children's school regarding situations that may arose while they were at work. Workers also reported resorting to placing their children in boarding schools where they were cared for as the demand of working in the construction company could not allow them to give their best about childcare. Friends and neighbours also stepped in and helped workers in running errands and shopping for food items in the market while respondents were at work all day.

When responses are viewed through problem-focused strategy, workers reported nurturing turnover intention waiting for the right opportunity to change their jobs. Respondents also reported setting up alternative sources of income like micro business to help the family with the dwindling income experienced due to constantly being laid-off and called back to work again in an inconsistent manner. Workers also reported nurturing entrepreneurial thoughts of setting up their own business to avoid the experiences they normally go through, being asked to go home and called back the next week or month whenever its client does not pay the company.

6.3.1.3: Physical and emotional exhaustion-Problem-focused coping strategy

When responses are viewed under problem-focused strategy, workers reported making use of organisational initiatives like taking their annual leave to rest, have time for the family and recover from the exhaustion experienced daily. Workers reported a daily feeling of exhaustion at the end of their working shifts as such; they longed for the weekends so much in order to rest. Respondents also reported applying for and using organisational sick leave policy, which helps them to visit hospitals and receive the needed medication because of the ill health they experienced and to take time off to relieve themselves of the regular exhaustion they experienced. Workers also reported avoiding over-time work due to the feeling of exhaustion to take time off and rest. Respondents reported engaging in sporting activities to relieve stress and be rejuvenated for the next day's work. Some also engage in sporting activities as a social event, which helps them to socialise with friends after work.

6.3.1.4: Job – relocation- Problem- focused coping strategy

When responses are viewed under problem-focused strategy, workers reported relying on friends and family members who helped them with caring responsibilities while they relocated to the station they were posted. Family members helped with getting the children ready for school and picking them up after school. Family members also assisted them to run errands to the market and other shopping; they assisted in visiting sick relatives. Some workers reported nurturing turnover intention to re-join their families who are having a hard time surviving in their absence, particularly children who were at a tender age and in need of their parental guidance.

This study found out that majority of the workers made use of Problem-focused coping and Disengagement. When faced with the challenges of accessing policies, workers adopted different strategies to cope with the work and family demands. Workers' responses categorised as active coping for challenges affecting work to home, some of the quotes are listed below:

...there are things I love doing for my children when I get home like Seven o'clock. I can decide to participate in ironing clothes – their school uniform and i'd ask them one or two questions about their school, about their day; and you know children are always full of demands, so when they ask and anyone that I know I can assist, i do that...I can cook very well myself...and again

I have my annual leave, so when I feel that at the home front I may be needed, I can take my leave, and with my years of service now, my leave is one month. (INTV38)

I have...my domestic duty, I had to bring in my younger sister to stay at home with the kids...when it comes to things like school...I have to be in my child's school for things like an open day, I have to be in my child's school for graduation. ...And when my child... calls from home and say, ah he's running temperature or he is not well, I will have to run, go home to look after him. When it's time to go and run errands for the house like going to the market, I also...go. (INTV42).

...So since the work takes most of the time, if you have any problem that you cannot handle yourself, you make calls using information you have and arrange what you need or ask a friend or family member to help you out. Only through that I have been able to handle the pressure this job has caused in my family. (INTV45)

...Yes I manage like personally this is how I did my home program, when I go I meet my wife we greet I ask her is there any problem in the house? If there is a problem, she will tell me, I will ask her about the children in the school, if there is, she will tell me, and if it is the issue of school there and then I have my teachers' phone number I call them we discuss if it is something that warrant my presence I go there that evening and solve the problem, that is at home. (INTV45)

From the responses above, most of the issues raised by the respondents bothered around the need for them to have the time to be with their children and family for the upbringing of their children and the needed guidance and correction including the safety of their children. This falls within the category of work affecting home. In this case, the action undertaken by the respondents to cope with the impact of these challenges include the use of organisational initiatives, reliance on relatives and siblings for the purpose of childcare and asking friends and family members to assist. (Lee & Roberts, 2018) state that coping assistance is an explicitly interpersonal form of coping utilised by workers. This also agrees with the understanding created by researchers over the years on the importance of coping. Empirical studies supported the assertion that partners, relatives, friends and in the case of Nigeria, members of the community and extended family members stand in a dynamic, inter dependent interplay with each other in relation to coping (Lee & Roberts, 2018)

At the end of the day it's not easy, working and then taking your responsibility as a woman in the house, it's not easy but because you need the work and you need to feed your family, you need to balance the house and balance the work. We resume work by 7am. Close 5:30 to 6, I get home after 7 ...[in order to] help myself, what I did was to get somebody that is staying with me... a relation ... in the house, she assists me in doing some of my domestic work, take care of the kids and also cook. (INTV33)

I have been working in this company for long, my body system and family is used to it. All the time it takes from me in order to maintain when we are supposed to start work in the morning. But I have timed myself to use my weekends and month end to relax and rest. This is how i have organise myself so that the work will not suffer, and I go on leave yearly too. When it is time for me to go on leave, i use it to the maximum to rest and have time for the family. After each working day, i normally go to home to rest and relax, sometimes i attend church activities (INTV10)

Despite the demand of the work, respondents try to find several ways of coping. From the quotes above, as suggested by (Lee & Roberts, 2018), workers and their family members took action by inviting relatives to help take care of domestic works while respondents were at work. Other respondents claim they organise themselves into prioritising the urgent work needed at hand. This imply that some workers who have the latitude to prioritise their work are obviously office workers because sit-based workers may not have the opportunity to veer off when needed due to family commitments.

As far as you are committed to the work in doing what you have been assigned to do... I gat no choice but to put in all my best, Regardless. I like to say my family come first before anything, but in reality, if i'll be honest with you, the work does. Because the work takes most of my time during the day... [If i] wake up in the morning, I know I'm going to work and after work, once i close from work, i ... relax with my family... i try to balance both, I enjoy myself. Before I go to church on Sundays, I do some exercise, I enjoy myself. (INTV08)

Personally, having stayed for a long period at my workplace ... I chose to consolidate on my ...work with top priority to it. My work comes first always. The work consumes you with no time for anything and the industry is not friendly. However, amidst the tight schedule, I create time for physical activities at least visit gym twice a week. I try to get more sleep. I maintain a modest social life. Probably because of my religious background, I don't have time for hangouts to drinking spots, not bad any way, it might be ok for others but not me. I avoid alcohol and caffeine. (INTV11)

It takes planning and because the time taken to work, I hardly had time for my family. So, I try to build a system, incorporating needs of my family and work. I also work on my physiological/social balance, ensuring I allocate time for cardio/work-out that will enhance my mental health. Furthermore, I try to evenly provide time for family time and yet enough for tasks at work. Boils down to time management and structure... (INTV30)

Some of the actions reported by the respondents include creating time for spotting activities as a way of coping with the challenges associated with working in the construction industry. This aligns with (Bowen et al., 2014) who reported that construction workers use mechanisms such as taking physical exercise, engaging in hobbies, socialising with family and friends, engaging in various forms of

entertainment. Previous studies had suggested that workers consume alcohol in order to change their psychological condition like reducing tension with a view to cope with work stressors. However, there has been limited empirical evidence to support the relationship between alcohol consumption and work stressors (Bowen et al., 2014). Nevertheless, this study found that some workers tend to utilise alcohol drinking as a mechanism to help them cope with the stress associated with working in the construction industry.

For me, because most of my time is spent at work, when the opportunity presents itself ... [and] if I have to attend to some personal or family life issues while I'm working, I attend to them as soon as I can but try as much as possible to recover that time meant for work expended on either the personal or family life issue by working a bit later than usual or commence the next day's work earlier than normal (depending on the number of hours), ... Some cases may arise and require that some days be taken off work, I don't hesitate to take those days either as casual leave or your annual leave so as to properly focus and sort out whatever needs to be sorted and get it off once and for all. Those cases may require your presence and full attention, so you give it that which it requires. (INTV31)

In terms of working hours, that is the only area that i find this work demanding. We are expected to be here as early as 6:30 am and work all day long with Saturday inclusive. So if you have anything you want to take care of in the day, you have to wait for Sunday or else sometimes I plead with any driver that may be taking me to inspect a site to stop by the place i want to visit so i can quickly attend to it before continuing with the journey. That is for sites within Abuja here, but if the white man is in the car, no matter how urgent the need, it has to wait (INTV09)

Yes, how I do manage is this: one because I am mobile (means of transport), I will say I have an advantage, while others leave their house let me say 5:30 to the bus stop...I left my house almost about 15min after 6 o'clock so I still have sometimes to spend with my family. (INTV49)

Workers reported not shelving either their marriage plans or having children but also significantly stepping up to speak about ways to improve their working experience. When workers are faced with challenges of long-working hours and inflexible shifts they take steps in coping with their challenges by relying on friends and relatives to help them take care of the needs in the family while they were at work. This is in line Kammeyer-Mueller, Judge, and Scott (2009) suggestion that workers who apply problem-focused coping would usually establish specific behavioural targets, and engaging in the behaviour that will help them solve a specific problem. This study adds to the body of literature from the perspective of workers in the construction

industry on how they cope and the specific behaviour they adopt so as to balance the demand from home and work.

6.3.2: Emotion-focused coping

In relation to emotion-focused strategies, workers reported accepting their difficult situation and, on their faith, and belief in God for their emotional support.

6.3.2.1: Pay and qualification - emotion-focused coping strategy.

In relation to emotion-focused strategies, workers reported that they had accepted their difficult situation and, on their faith, and belief in God for their emotional support.

6.3.2.2: Working hours, overtime and job insecurity- hours-emotion-focused coping strategy

With regards to Long working hours When responses are viewed under the emotion-focused strategy, workers also reported that they coped by accepting the situation and they relied on their faith, religion and their God for wisdom to handle the challenges associated with long working hours. Some of their responses include.

The industry has been very challenging ... in terms of hours that we work, but God is helping us. Some of us started like I told you about 26 years back now, even then, it was even more demanding, and yes it was more demanding ...because that time we had just one point, one central point...all the transport, all the vehicle, all our long, all these trucks and trailers, all go to that very particular centre, then we wake up very early...you wake up 4:30am...very demanding... (INTV49)

...Yea it has impacted me positively because, if I go for that leave, I have enough time with my family, and I have enough time to rest. I rest very well, and it helps me to have time for my sport so that when I come back, I come back very strong and healthy. (INTV03)

... one must be quick to thank God for the work that we do. We are also thankful for... the opportunity to do the work that we do. No matter what, we are still able to provide for our families, although we are looking for change in the way things are done, improvement in the way we are treated because even though we need the job and appreciate the way we have the opportunity, we have families that need us physically too. (INTV41)

According Mahadevan (2016), adopting a coping strategy, can serve as a major moderator in accomplishing workers' work-life balance and employee stress level reduction. For the respondents in this study, emotion-focused coping strategy like

Waking up early to catch up with the transportation to work, Accepting the situation and relying on God and religion to cope is the major strategy. Other workers decided to make use of organisational policy like taking their annual leave-time off so as to have the needed time to handle the family responsibility at the point in time.

Well, I will say my social life is not what it used to be when I was in school because I have to rest, I can't close at that time and go partying or go visiting, then we have Sundays because we work till Saturdays, then Sundays, I have to rest and go to church because I'm a Christian, so before I know, the day is over. So visiting friends is terrible, going out is terrible. For me oh, some people might be able to cope with this but me I can't... (INTV42)

All said and done, I normally go to bed by 9pm, while my children go to bed by 8:30pm. If you look at the time I get home which is 7pm, which means I hardly have time to connect with my children before they go to bed. But that is the job, this is our life and there's no two ways about it. You just have to accept it and move on. (INTV33)

The work is stressful, it takes all your energy, and if you don't do something, both you and your family will face the consequences. So, for me, after work, on reaching home I do few minutes exercise within the parlour, eat, read few verses of bible and sleep. On Saturdays after work I relax in any noiseless garden, I take just a bottle or two of Guinness big stout then go home, do few exercises and sleep off. The work is demanding, but you have to make a deliberate effort to plan for your own wellbeing otherwise nobody will do it for you. If you allow the stress of this work to overshadow you, if it claims your life, the company will replace you even before your burial. So that is it. (INTV06)

The responses above appeared similar with the ones before it because the respondents expressed how the problem of long working hours has impacted their families negatively. However, while other respondents seemed to have resigned to fate by accepting the situation and reliance on their faith as a buffer, some of the respondents went beyond that by Accept the situation and making use of personal time to exercise. This also rhymes with (Bowen et al., 2014)'s position on the issue of coping.

My wife and children... reacting to my regular absence from home due to work? Honestly, they don't like it. The children regularly wish they can have time with their father ... [they] don't get to see you until Sunday to Sunday. You see that is very terrible, that your son when there is a need for you to go sort some things out in his school and you can't? Even if it's the normal upbringing of your child, your presence as a father is important. You see things like that, if wishes were horses, we don't like it that way. You know the kind of job that you do when you have to wake up with some sleep in your eyes and return home at night so tired. When this continues, and the stress keeps piling, not long before someone looks at you a 30-year-old will think you are 50 years of age. That is the kind of challenge we are facing here, as far as I am

concerned but who are we to question the will of God? If God has destined that this is how things will be for us, I can't question God's will... INTV41

I don't really have any strategy per say, I just take the challenges as they come, though with proper planning and being proactive, one has been able to manage the challenges that come with the work. Saying i have a strategy feels like one is anticipating a problem with the work or on each passing day. What i do is to take it easy and take the challenges as they come, whatever those challenges might be. For example, staying longer than the closing time. INTV37

Lee and Roberts (2018) suggest that when all other approaches to coping fail, workers tend to rely on their beliefs, values, and existential goals to look for the positive aspect or meaning behind the stressful situation to motivate and sustain them in a difficult time. This is seen from the responses above which further added to the examples of workers relying on their faith in the face of difficult situations.

Responses were also viewed through emotion-focused strategy, respondents reported accepting the situation and that they used their faith as a buffer in coping with daily restrictions and inflexible working conditions. Workers also reported being thankful that they even had a job no matter being rigid. Workers reframed the problem in positive terms saying the jobs they do has been able to provide for their families in the face of high unemployment in the country. The workers, although accept the problem exist, chose to see the problem in a positive light, and for the workers, it helps them to cope with the challenges of inflexible working arrangement.

When responses are viewed through emotion-focused strategy, workers reported having accepted the situation as they have no choice and there are no available jobs in the country. Respondents also reported there was no colleague support that helped in addressing the issues they had at work and there was nothing they could do. Others turned to their faith and their God for emotional relief as they constantly experience the reality of job insecurity in the industry. Responses were also viewed through emotion-focused strategy, respondents reported accepting the situation and that they used their faith as a buffer in coping with daily restrictions and inflexible working conditions.

The major problem I have with this work is that when you come in, you hardly have time to go out even during the break time in the afternoon. The break time is 1 hour, what can you achieve in one hour? If your child is sick and you need to buy medication in a pharmacy somewhere, by the time you hire a bike, taxi to take you to town and back, the one hour is over. So, the strict way they are managing this place is the problem (INTV26)

Workers also reported being thankful that they even had a job no matter being rigid. Workers reframed the problem in positive terms saying the jobs they do has been able to provide for their families in the face of high unemployment in the country. The workers, although accept the problem exist, chose to see the problem in a positive light, and for the workers, it helps them to cope with the challenges of inflexible working arrangement.

... one must be quick to thank God for the work that we do. We are also thankful for... the opportunity to do the work that we do. No matter what, we are still able to provide for our families, although we are looking for change in the way things are done, improvement in the way we are treated because even though we need the job and appreciate the way we have the opportunity, we have families that need us physically too. (INTV41)

Part of the side effects of stress associated with the construction industry are physical, emotional, intellectual and behavioural (Bowen et al., 2014) where workers experience marital discord, withdrawal and the inability to manage one's personal life. In this case, applying psychological toughness by looking at the problem in a positive light or hanging on to the benefits of the job while relying on an individuals' faith shows the position of the respondents. Workers should be able to face whatever challenge they might be facing with availability of choice and not to be forced into a situation where they have to look at the benefit aof a job at the detriment of the family.

When responses are viewed through emotion-focused strategy, workers reported having accepted the situation as they have no choice and there are no available jobs in the country. Respondents also reported there was no colleague support that helped in addressing the issues they had at work and there was nothing they could do. Others turned to their faith and their God for emotional relief as they constantly experience the reality of job insecurity in the industry.

... It is just that people usually don't voice out their problems and if you do, there might be problem. Anybody that attempts to voice it out would be sacked and colleagues also do not cooperate with one but instead, disassociate themselves from the person bold enough to speak up. They will say we know the problem is there, but we don't want trouble, let's keep managing. (INTV35)

For many years we have worked ...[but] the son has no regard for anyone. In fact, there is high abuse of office ... a driver can be asked to dig drain and if he would not, would be relieved of his duty; and when we complain, it leads to quarrels. If you look around, we come with our cars. A supervisor who is supposed to be allocated with a company car and a driver has been denied of all the rights and the things he is supposed to be given in that office, and you can't complain if you love your job. (INTV35)

...When they know people are coming from government to inspect jobs being carried out, then they provide those things to show that everything is going right when in actual sense, it's just a cover up... This is what we are talking about. That is exactly what we are experiencing here. ...we buy everything we use by ourselves. (He points to a reflective jacket and said) all this one you are seeing, I bought it myself with my own money. (INTV35)

Workers expressed the fear of losing their jobs if they decide to speak up about any challenge they may be facing while at work. The lack of proper job description, lack of control, exploitation at work, poor working conditions have all contributed to their dissatisfaction with their job experience. The absence of PPE during normal working experience but being kept for show during inspection by government officials, so much so that workers must buy their own reflective clothing and safety equipment. The action taken by the respondents is to accept the situation as they have no choice and even their colleagues who are meant to support them have been intimidated by the company management.

6.3.2.3: Physical and emotional exhaustion-Emotion focused coping strategy.

When responses are viewed through the lens of emotion-focused strategy, workers reported accepting the situation as a coping mechanism. Workers also relied on their God and their faith which helped them go through each day despite the stress they experience on the job. Workers also reported resorting to the use of alcohol so they can forget their problems.

The company already noted that the job could be stressful...The morning session starts by 7am and ends by 12noon, that is the first aspect of the job between 12noon to 1pm and they go for break. The company assumes that between this period you should be able to refresh, go for your lunch, and the facilities are there, you go to the canteen and refresh and within that one hour, whatever tension you must have faced in the morning, it would have doused down and when you come back by 1 o'clock, the job starts and the job picks up again. So every... we have stress management strategies in place. (INTV38)

Well, I will say my social life is not what it used to be ... because I have to rest, I can't close at that time and go partying or go visiting, then we have Sundays because we work till Saturdays,

then Sundays, I have to rest and go to church because I'm a Christian, so before I know, the day is over. So visiting friends is terrible, going out is terrible. For me oh, some people might be able to cope with this but me I can't because the exhaustion is too much to bear... (INTV42)

Despite the provision of one-hour break time in between, workers confirm they have been unable to enjoy any social life, they cannot maintain relationships with their friends due to the exhaustion associated with their jobs. This can be likened with the suggestions by (Bowen et al., 2014) where workers experience marital discord, withdrawal and the inability to manage one's personal life due to the stress associated with their work experience.

6.3.2.4: Job Relocation and family separation – emotion-focused coping strategy

When responses are viewed under emotion-focused strategies, workers reported seeing the challenges in a positive light. They chose to look at the benefits they derived from the job. Workers also reported seeing the challenges as a necessity saying 'he who wants to build a bridge, will go where the river is'. Other workers also reported accepting the situation while relying on their faith and their God for relief and emotional comfort.

My nature of job requires me to be away from the family for weeks and months (he who builds bridges goes to where the river is) when children are growing and without the Father's presence and influence, this could be detrimental. Generally, the home front will suffer such absences, and this is affecting me and my family seriously. But what can i do? I pray that God does not allow them to go astray, even as their mother is trying her best. Anytime, I'm at home, any area she is unable to cover i try to ensure those areas are covered. (INTV18)

...I don't see my Family frequently as I want to, and there is nothing I can do, I have to provide for the family, so they have to bear with my absence. (INTV27)

...Working from Monday to Saturday is not easy, I only have time for my family just on Sundays. But how I'm dealing with it is just to make my wife and kids understand and make sure am with them at every slit opportunity. (INTV08)

When workers experience this lack of balance in managing their work and home responsibilities and then resign to fate even in the face of negative consequences on the family has the capacity to impact the workers negatively. In fact, the constant

feeling that one is at home but not being able to be there for the family can affect ones' mental health.

6.3.3: Disengagement-coping

6.3.3.1: Pay and qualification-Disengagement coping strategy.

When workers' responses are viewed under disengagement strategies, workers reported that they felt high levels of despair due to their experience of low pay in the company. In addition, workers reported that they sometimes turned to alcohol use so they can forget about their worries. Additionally, they avoided thinking about their difficult situation and the challenges they face due to low pay and their inability to provide for their families.

6.3.3.2: Working hours, overtime and job security-Disengagement coping strategy.

As far as disengagement-focused responses are concerned, workers reported adopting deviant behaviours such as refusing to follow instructions while at work. Workers also reported practising absenteeism in order to meet their family obligations. Respondents also reported adopting an 'I don't care' (nonchalant) attitude at work and they also reported not being bothered with their work demand and not minding the consequence of their poor behaviour at work. Furthermore, respondents reported acting in aggression towards their fellow workers as a way of venting their emotions when faced with the frustration of long working hours. Workers also reported misusing company resources, for example when they took advantage of the company driver and car while on an official errand to pursue their own personal errand during the day. For some workers, they disengaged through limiting their effort at work – working-to-rule is the preferred option. Still, other respondents reported a feeling of despair and hopelessness due to loss of friendships and relationships as a result of long working hours. Knowing these working hours sometimes extended into the weekends and they were unable to maintain relationships outside of work. Furthermore, workers reported that they avoided thinking about their difficult situation and the challenges they faced due to long working hours.

When responses are viewed through disengagement strategy, Workers also reported practising absenteeism and repeated requests for time off in the form of annual leaves in order to cover for the long time taken to be at work. Workers reported acting in aggression towards their fellow workers as a way of venting their emotions when faced with the frustration of inflexible working conditions. Workers also reported

avoiding thinking about their difficult situation and the challenges they faced due to inflexible working conditions.

When responses are viewed through disengagement strategy, workers reported a feeling of despair and acceptance of the problem as there was nothing they could do. Workers also reported that they have been relying on government to help rescue the situation and the constant layoffs were too much and they have not been able to have any short term or long-term plan for themselves and their families. Respondents also said they have been relying on their unions to take up such complaints with the leadership of the companies.

6.3.3.3: Physical and emotional exhaustion – disengagement coping strategy

When responses are viewed through the disengagement lens, workers reported a despondent view that they had given up, they 'were used to the system', the physical exhaustion they felt was 'no longer a problem because' and they 'wouldn't take anything to heart'. Workers also reported resorting to absenteeism in order to rest and recover from the exhaustion. Respondents reported not been able to sleep well due to exhaustion which negatively affects their lives and families as well. Interviewees reported a feeling of dejection and hopelessness due to their inability to maintain friendships and relationships as a result of exhaustion. Their work usually extended into the weekends and they were unable to have time to relate with friends outside of work.

6.3.3.4: Job relocation and family separation disengagement coping strategy.

When responses are viewed through disengagement strategy, workers reported distancing themselves from the problem of job relocation, thinking no matter what, it is paying the bills. Workers also reported being used to the problem, therefore, choosing to ignore whatever challenge they may face as a result of job relocation.

Another significant finding in this research is the application of Disengagement-coping by the respondents when faced with the challenges associated with working in the construction industry. Disengagement involves the behaviour where the recipient of a stressful experience displays attitudes of repeated absenteeism or constant request for time-off, slow or a deliberate effort at reducing output or productivity. Some of the workers reported that their colleagues make use of belligerent behaviour or taking steps at sabotaging organisational goals through deviant behaviours like limited

instances of stealing fuel from work to sell, selling organisational equipment and general theft.

... we already understand how the work is, if you get 1 Naira or 2 Naira, you'll try to save it in case of this kind of things. So that you can take care of your family and all these years, we thank God... the economy was good, the job was there, and the family was ok but now, no way. The frustration has impacted my family even. There's more fight and misunderstandings in the family because you have more need and no money. (INTV60)

No, seriously I... it has not been easy, but it has made me a better person, and I think at the end of the day, it just made me stronger. I just realised I had to stand up and just... "fight for my right"? ... I don't know how I did it but I just did it...a sub-contractor who looked down on me... slapped me and I slapped him back; I did, he was older than me by far but believe me by the time his hand went back to where it came from, my hand had landed twice on his face, it was not funny. He looked at me and I looked at him and I reported myself first to my site manager. The site manager said you did that. And I said, I did that. My team members said, you did that. And I said I will do it again, but I give everybody his respect. I think that was just my breakthrough. (INTV39)

The deviant behaviour displayed by the workers shows a very high level of disengagement coping. Workers behaviour here captured the nonchalance of the repercussion of their behaviour. When workers engage in physical aggressiveness either between themselves or with subcontractors, the result would have been an outright losing of their jobs. However, it appears workers did not care because this respondent tried to justify the fact that she was fighting for herself.

This study found out that drivers of heavy-duty and machinery operators were engaged in limited instances of stealing fuel from company vehicles by to sell. Possible reason for this could be in line with the earlier discovery of the report of finding ways to cope with impact of low pay in view of high standards of living in Abuja where the data was collected. Another possible reason could be that the workers who engage in these behaviours lack a sense of belonging in the operations of the company. When workers feel the absence of employee engagement, they lack a sense of belonging (Lu, Lu, Gursoy, & Neale, 2016) When workers lack a sense of belonging, deviant behaviours such as the ones reported occurs. This is because decisions, project designs and company operational principles are done from their international headquarters and pass down to their branches in Nigeria for implementation.

6.4: COPING RESOURCES USED BY CONSTRUCTION WORKERS IN THE PURSUIT OF WORK-LIFE BALANCE

Coping resources are sets of abilities and resources a person draws on so as to mitigate the impact of a stressful situation (Van den Brande et al., 2016). Beside workers' efforts in coping with the challenges associated with working in the Nigerian construction industry and the strategies they use, this study found out that workers draw on coping resources such as Locus of control, Self-efficacy, Self-esteem and sources of support. This study also found out that along with the coping resources reported, workers make use of both work-based and non-work-based support while trying to balance the demands of work and the family.

Locus of control, self-esteem, self-efficacy and sources of support came through as the major coping resources used by workers. Due to the feeling of helplessness by the workers, which represent external locus of control, it can be associated with the lack of a strong regulatory framework governing the Nigerian construction industry.

6.4.1: Locus of Control (External and Internal)

There are two categories of Locus of control namely internals and externals. Internals are the categories of workers who believe they can control their own destinies while externals are the categories of workers who believe that their actions are controlled and determined by factors which are outside their control. The responses of workers interviewed by the researcher are grouped into external and internal. The external involved government and management involvement, the role of unions, and the nature of the industry while internal involved the workers themselves.

6.4.1.1: External Locus of control coping resources

With regards to external locus of control, workers reported a lack of regulatory framework on the industry which will regulate and encapsulate all other construction companies operating in the industry. Respondents believed there are substandard companies who are yet to be included in the National Joint Industrial Council (NJIC) which means they cannot implement strictly all the negotiated condition of service in favour of workers' welfare agreed upon and binding on all members, and yet they have been patronised by the government with contracts. This has led to claims of workers' exploitation in the areas of daily pay rate below the agreed sum and a complete absence of time-off policies (annual leave, sick leave, maternity leave, casual leave or even hospital arrangement in case of injuries) and other working

conditions including practices categorised under the nonstandard work arrangements.

Depending on the economic situation, workers believed that control lies in the hands of government and the company for design of projects. The company also hold the control of providing the tools needed and instruments required for the work to be done, including transportation and workers welfare. Workers also reported that in most cases, the union have been empowered to handle all negotiations for and on behalf of the workers. Although this arrangement has caused a restriction of access to management by workers. Respondents reported that due to the high unemployment rate in the country, they do not have any turnover intention at that moment. Workers also confirmed having to deal with a demanding work condition as a result of high unemployment rate. However, in some cases due to the influences of the National Judicial Industrial council, Workers have been able to enjoy a huge increase India salaries and other motivational factors within the companies.

The policies, they have ... is good but if I may be given opportunity to speak about it. Our government should have created a very good law governing the construction industries that whoever is working there, the law should be common to everybody to know. Like these Alhaji-Alhaji (mushroom) company in this Lugbe here, some of them are working but they are not included in our own NJIC agreement... I don't know why but they practice. And this is not right. Our union is aware, we have discussed it, the leadership of the union is waiting for the right time to go and confront them, because by not joining the NJIC they cannot practice workers welfare well, they will be cheating the workers and pay them anything they want... (INTV45)

I work normal hours, but it depends on the job, it depends on the company and it depends on the government. For example, if the government gives out a contract, and the completion is needed urgently, the company will then add extra time to workers and make us work on overtime, even on Sundays we will come to do the work and close by 12:00 noon, that in turn means extra income for the workers... all these three I mentioned control everything... Maybe it's the government's demand on the urgency of the job at hand, or it is the company that may see the job is running out of time hence the need to work extra hours or maybe they have another new contract elsewhere and so they want to finish this one quickly... we normally reason with them and oblige to work on Sundays or overtime when the need arises. (INTV03)

High unemployment rate in Nigeria contributed to the workers not having control over their jobs and feelings of job insecurity. Ito and Brotheridge (2003) found that when workers experience external locus of control, it negatively affects their coping strategies.

6.4.1.2: Locus of Control (Internal) coping resources

Internal locus of control has to do with steps taken by individual to manage their own experience of work-life imbalance. Taking steps to manage their experience of work-life imbalance, as found out in this study included taking advantage of organisational initiatives, including initiatives that were left at the discretion of supervisors and managers. Workers reported adopting opportunistic strategy to survive in the company, self-motivation and personal effectiveness to cope with the challenges of the industry. Respondents reported that due to the nature of work in the construction industry, workers have lost control of the work they do and how to handle a demanding work condition, workers also reported a high sense of job insecurity as a common factor which they have no control over. Furthermore, workers also reported adopting opportunistic strategy in coping with the demand of their work. Strategies such as taking advantage of the company's casual leave and compassionate leave to take time off and rest in addition to annual leave, which they have all enjoyed. Workers would call on a certain day and report being ill or not 'feeling well' to enjoy extra two days of absence from work. Other opportunistic strategies reported by the workers include maintaining contacts in other companies who may offer better working conditions. Within the company, workers also experience unspoken competition for 'favouritism' among supervisors and superiors with a view to be considered during selection for any targeted training organised by the company. Usually workers who participate in trainings and acquired additional skills might not be laid-off when the economy dwindles. Workers also reported engaging in actions aimed at improving their environments like making sure the equipment they work with are well kept and looked after. Some workers make use of their personal vehicles to come to work at their own expense instead of waiting for the company to provide a means of transportation. Where housing is not provided, workers reported renting houses in cheaper areas which might be farther from the city centre, and may mean more transport cost, but in order to improve their working environment, workers reported embarking on some those actions.

Respondents reported embarking on actions which place greater emphasis on their bid to achieve both personal and organisational goals. The high unemployment rate in the country has also become a contributory factor when workers strive for achievement. For example, when daily tasks were allocated, workers try to make sure they complete the allocated task. Workers who desired to work for long in the company tried to have close relationships with foremen and supervisors in order to be considered for skills acquisition training whenever it is organised, through which

they will benefit and will be less likely become part of the workers relieved of their jobs when the economic fortunes of the company dwindle. Workers also reported being more inclined to develop their skills as a way to cope with the demand of construction work. Respondents believed low level workers or among the semi-skilled workers have always been the company's first point of call whenever there's a problem with funding from government or clients. Even when the projects are yet to be completed, mid-level workers like supervisors, engineers, architects, surveyors, even expatriates are hardly laid off. The respondents reported that the best way they have escaped this recurrent engagement and disengagement by the companies, is to regularly embark on ways to develop their own skills and become more skilful.

Respondents also reported asking questions and more questions at work as a way of taking control of their own destinies. The workers reported that although they've always had limited time in the course of the week, they have always taken advantage of their lunch time, while journeying to work in the morning and while returning in the evening to ask questions that related to their work and seek ways to improve their working commitments. Workers also reported that when they asked questions, either from their colleagues or superiors, they have always tried to remember and retain the information provided in order to be consistent in doing the work assigned to them. This is based on the belief that they possess the required capability to deliver their allocated tasks.

You see, I will not tell you it is..., relationship counts because... when you are working under a manager and ... you are always punctual, any time you are needed, you are around and you are discharging your duties regularly, if you are able to discharge your duties as expected ... you are not arrogant, you are not insubordinate, there is no way your manager will not have good relationship with you and from such, ... a format from wages [department] regarding your job evaluation will be used, and if the manager fills all the questions and any other thing, ... and forward it, ... there's no way ... your salary will not be increased. INTV38

True, to be honest, this construction work, if you are not patient, you cannot do it. Number one, if you start this work, you'll not have time for your family. ... I leave my house around 5 o'clock am. Sometimes if we close 6, you'll come back 7 or after 7 to 8. If you're working under Construction Company, you don't have freedom of your own because if you didn't come to work, nobody will book you down. If it rains, I normally try to be present because when it rains and you are already at the construction site, there is no problem. Because you would have already left your house and at the site, so that one ... they must book you. Even if you'll not get overtime, you'll get your basic hours. Basic hours is a must, I respect them for that. ... Also ... if they say [you will be] paid-off ... they'll pay you your entitlement and everything... INTV60

This demonstrates workers internal Locus of control because the adoption of opportunistic strategy to survive in the company, self-motivation and personal effectiveness as a means of coping with the challenges of the industry. Workers also reported a high sense of job insecurity as a common factor which they have no control over. Strategies such as taking advantage of the company's casual leave and compassionate leave to take time off and rest in addition to annual leave which they have all enjoyed. Workers would call on a certain day and report being ill or not 'feeling well' so as to enjoy extra two days of absence from work. Other opportunistic strategies reported by the workers include maintaining contacts in other companies who may offer better working conditions.

6.4.2: *Self-Efficacy coping resources*

Self-efficacy is crucial in coping studies because it is linked to one's perception of their capabilities to organise and execute their assigned tasks in order to achieve predetermined goals, regardless of the skills they possess but how they are able to achieve their set targets with the skills they already have.

The construction industry is prone to occupational hazards and accidents regularly, most of which is usually fatal yearly. In order to buffer the negative effect of job demand on their well-being, workers usually muster resources to help them cope.

When workers were interviewed, they reported the fact that they know their jobs, they have spent years doing it and are well experienced. A clear demonstration of leadership ability and knowledge on the job which has sustained them over the years. To this end, workers reported creating the required time to be with their families. For example, instead of relying on their friends and relatives who have helped in the course of the week with child caring responsibilities, the workers always made sure they arrive home in time on Saturday evenings and remain at home all day on Sundays to have quality time with their individual families.

Workers also reported that they have mastered the required skills and have delivered most of their assigned skills without any delay. Some of the workers reported that due to the demonstration of knowledge in the implementation of their assigned tasks over the years, they have now been given additional responsibilities from foremen to supervisors, others from site engineers to project managers. These from the reports, is a clear acknowledgement of their display of knowledge in the implementation of their assigned tasks.

Respondents reported that the company has acknowledged their ability in the display of competence whenever projects were given to them to execute. Workers claimed that due to the experience they have had in their work, they have been able to compete favourably with some expatriates in project management. Workers also said a motivational factor which has served as a morale booster to them has been the kind of feedback they received from their supervisors and managers over the tasks they were able to complete on time and on schedule. These feedbacks they said has helped to build their confidence level to feel they can deliver and this has remained with them over the years. Respondents also reported how they have been able to handle financial pressure from siblings with regards to financial responsibility. This shows their self-efficacy in handling the challenge of the job on the family. Some of the respondents also reported the fact that they have been able to create a time table which they have been following to balance the demand of life and work.

Workers also reported the ability to carry subordinates along while being their boss and through these, get the job done. The researcher wanted to know how the respondents felt they can adapt to new environment, and respondents confirm possessing the ability to adapt in new environment and that they also possess the ability to make arrangement so the work will continue even in their absence by way of training their subordinates to know what to do when they are not there. Furthermore, respondents reported their ability they possess which enables them to carry all categories of workers along and achieve organisational goal. This include the ability to treat workers fairly and carry all categories of workers along to achieve organisational goal. Workers reported mustering inner strength to tackle challenging work condition which they saw as an opportunity to show their ability to their managers, and they were able to develop their skills in the process. Respondents reported how they regularly strive to obtain good results and achievement s which to them can be interpreted as a result of their own effort and commitment.

Part of the responses from the workers was the fact that they sometimes experienced unexpected situations which relates to the lack of suitable safety measures at the working sites which is against the regulations and they were not supposed to work under such circumstances however, they would conduct their work as careful enough avoiding injuries while getting the job done. Sometimes the lack of materials needed to work with or the breakdown of the machineries they need to use in achieving their assigned task for the day. The respondents reported how they were able to use past

experiences in handling difficult situations and manipulate the machineries into manageable conditions that allowed them achieve set targets.

The issue of poor communication between workers and their superiors was also reported. Workers recalled being faced with the challenges of poor communication particularly among expatriates who were from a non-English speaking countries. Expressions and messages were misinterpreted, gestures were misread, and contradicted and cultural norms which related to expectations at work despite certain experiences were read from different contextual understanding, which lead to misunderstandings in the workplace. However, workers reported calming down and studied the expectations of the expatriate and worked hard to meet those expectations which resulted in harmonious working relationship. The impact of high unemployment rate in the country and its influence on employment practices and poor working conditions were reported. Workers recalled the experiences of role overload, pressure in relation to working time and the delay caused by other workers. However, they were able to achieve their set tasks through reaching out to help other workers casing the delay.

Worker reported how they were able to mobilise other workers to push hard and achieve a set target because time was running out and even the expatriate thought the work couldn't be completed on the time but because they wanted to get it done and to show their commitment to the organisation, they request for extra lights which they used to work for three nights beyond their closing times and they had only few hours of sleep and continued the next morning until they completed the assigned tasks in record time without defaulting.

...really you just ought to have something like a timetable as an experienced operator. I have been in the system for quite long time, it has now become part of me, so I just must create a good timetable and follow it. (INTV02)

Oh yes, I take care of ... yes, I have two siblings that are schooling and a niece whose school fees I'm [paying and] ... whose responsibility I'm also shouldering. It hasn't been easy [but] financially I'm not worried about it because I've been able to meet up with my financial obligations when it comes to their schooling ... and when they need me, I take some time to be with them (INTV17).

Workers also reported that they have mastered the required skills and have delivered most of their assigned skills without any delay. Some of the workers reported that due to the demonstration of knowledge in the implementation of their assigned tasks over the years, they have now been given additional responsibilities from foremen to supervisors, others from site engineers to project managers. These from the reports, is a clear acknowledgement of their display of knowledge in the implementation of their assigned tasks. Respondents reported that the company has acknowledged their ability in the display of competence whenever projects were given to them to execute. Workers claimed that due to the experience they have had in their work, they have been able to compete favourably with some expatriates in project management.

Workers also said a motivational factor which has served as a morale booster to them has been the kind of feedback they received from their supervisors and managers over the tasks they were able to complete on time and on schedule. These feedbacks they said has helped to build their confidence level to feel they can deliver, and this has remained with them over the years. Respondents also reported how they have been able to handle financial pressure from siblings with regards to financial responsibility. This shows their self-efficacy in handling the challenge of the job on the family. Some of the respondents also reported the fact that they have been able to create a timetable which they have been following to balance the demand of life and work.

It has been challenging but it has been great because I love challenges. I was transferred to Abuja and one day my supervisor walked up to me and said... there is a need for a quantity surveyor, they are busy, they are tight and no time for....[employing a new worker], so they are actually looking for all the help they can get and I recommended you, so go help out...I got there, they said we borrow you [meaning you have been seconded to us), I sat down and (i discovered) it wasn't difficult really. It was what I was used to, so all they had to give me was just a calculator and I got it done and it has been or i have been on borrowed ever since then. (INTV39)

...I try to make sure that the job... the demand for the job is met. Yes, I meet up the demand for the job, I push as much as I can so that when I'm out of site there won't be a call, there won't be a complaint. I train people under me, to know what they are doing, so that if I'm not around they don't have to wait. It's not ok to think that because the surveyor...is not around and nobody can do anything? No. I train everybody under me, you know what I'm doing so that, if I'm away for two days, my team is good. (INTV42)

Workers also reported the ability to carry subordinates along while being their boss and through these, get the job done. The researcher wanted to know how the respondents felt they can adapt to new environment, and respondents confirm possessing the ability to adapt in new environment and that they also possess the ability to make arrangement so the work will continue even in their absence by way of training their subordinates to know what to do when they are not there. Furthermore, respondents reported their ability they possess which enables them to carry all categories of workers along and achieve organisational goal. This includes the ability to treat workers fairly and carry all categories of workers along to achieve organisational goal.

I guess you can still survive without being bossy, for me I always carry them along, we went to site today ... I sat in the middle of students... I am supposed to be the boss, these are students I am training, but I had no place to sit, they put me in the middle; so for God's sake, if I ... take it to heart, ... we won't get to site. But we did and we came back without any trouble or misunderstanding; I guess it all depends on your perspective too, and the respect you have for the person and the way you view the individual. If you are a leader, you lead, you don't boast ... that is my approach. Maybe it's my nature but seriously, I don't bully, I know you're a man, without telling me, ... I respect you. So, when I give you instruction I'll more or less plead – please can you do this? No, do this! At the end of it, they will flow. Now they tell me things that ... I am not supposed to hear but I still handle it, like personal problems. They tell me and if I have a suggestion, I tell them, if I don't, I tell you sorry but seriously, it has not been easy. INTV39

That's what I'm saying, I treat them fairly, yes because human beings are drowned to kindness, then the job. You make them understand that the job has to be done, that is why we are here. You are being paid to do the job, you are not here to sit, so with that behind their mind, they know every morning before I come and complain about a job, if a job is there, don't keep it waiting. First in the morning, get it done then you can go play around. So with that on their mind they know what is required, and most of them have worked with me since when I started, they were in my team. We have groomed ourselves together under my leadership and we've been working like that. INTV42

... Even though he [the new worker] is lazy there's a provision for him, even though he is hard working there's a provision for him. But what we hate is smoking and drinking alcohol excessively. That is how I have operated, and it is working for me... People have their places, someone can be humble, and you can send him to go to Berger junction on an errand to buy a piece of equipment and he will go and come back without arguing. There's provision for everybody but mostly smoking and drinking. Because when somebody is 'high' in the working place there is no way you can control him. INTV44

Workers reported mustering inner strength to tackle challenging work condition which they saw as an opportunity to show their ability to their managers, and they were able to develop their skills in the process. Respondents reported how they regularly strive to obtain good results and achievements which to them can be interpreted as a result of their own effort and commitment.

Part of the responses from the workers was the fact that they sometimes experienced unexpected situations which relates to the lack of suitable safety measures at the working sites which is against the regulations and they were not supposed to work under such circumstances however, they would conduct their work as careful enough avoiding injuries while getting the job done. Sometimes the lack of materials needed to work with or the breakdown of the machineries they need to use in achieving their assigned task for the day. The respondents reported how they were able to use past experiences in handling difficult situations and manipulate the machineries into manageable conditions that allowed them achieve set targets.

The issue of poor communication between workers and their superiors was also reported. Workers recalled being faced with the challenges of poor communication particularly among expatriates who were from a non-English speaking country. Expressions and messages were misinterpreted, gestures were misread, and contradicted and cultural norms which related to expectations at work despite certain experiences were read from different contextual understanding, which lead to misunderstandings in the workplace. However, workers reported calming down and studied the expectations of the expatriate and worked hard to meet those expectations which resulted in harmonious working relationship.

The impact of high unemployment rate in the country and its influence on employment practices and poor working conditions were reported. Workers recalled the experiences of role overload, pressure in relation to working time and the delay caused by other workers. However, they were able to achieve their set tasks through reaching out to help other workers causing the delay.

Worker reported how they were able to mobilise other workers to push hard and achieve a set target because time was running out and even the expatriate thought the work couldn't be completed on the time but because they wanted to get it done and to show their commitment to the organisation, they request for extra lights which they used to work for three nights beyond their closing times and they had only few hours of sleep and continued the next morning until they completed the assigned tasks in record time without defaulting.

6.4.3: Self-esteem *coping resources*

The respondents reported an internal resource which helped them to be able to evaluate an assigned task and request for workers to carry it out without difficulties. For example, being a foreman, when a job is assigned for the day, the respondent made adequate arrangement to engage all the labourers required to get the job done within stipulated time. When workers have high self-esteem, they would not want any task allocated to them to be delayed because they are conscious of its repercussion on them and their career.

Respondents reported a possible family challenges when job is lost and thus focusing on the required task in order to achieve it. For example, with the high rate of unemployment in the country, none of the workers interviewed expressed willingness to display any lackadaisical attitude towards their individual jobs. As such, they have been careful not to 'entre into the managers bad books', because from experience, anytime a worker is noticed as displaying 'amaja' he will be the first employee that will be laid off anytime there is money problem in the company and a need to reduce the workforce. Respondents reported a conflict of interest when they were asked to reduce the number of workers in the company due to dwindling financial resources. Because the respondent had developed a cordial relationship with the workers, and the fact that all of them normally worked hard, and he was conscious of the way other workers will look at him after the exercise of reducing the workforce, he devised a means and wrapped the word 'go' and 'stay' in small pieces of papers and squeezed it into a container and asked the workers to pick one each. Those affected were then asked to leave and those who pick the paper with the word 'stay' could stay and continued their work in the company.

Workers reported how they conditioned themselves to evaluate the impact of job exhaustion and how it impacts workers' effectiveness in the workplace. Workers also reported perception of betrayal from other colleagues who don't want to speak up about condition of work for fear of losing their jobs. Workers reported displaying and demonstrating leadership in the workplace. Particularly when other colleagues had misunderstanding over a trivial matter in the workplace, which bothered on a speculation of favouritism being practiced by the foreman, in order to avoid a situation where expatriates will view the attitude being displayed by the worker out of anger

which may lead to being sacked, workers reported how they mediated between the worker and the foreman and were able to resolved the misunderstanding without escalating.

Some of the challenges reported by the workers has to do with organisational practices which was unfavourable to the workers but in favour of the company. Being a multinational corporation, workers reported discriminatory practices by the management of the company between locals and expatriates. For example, when it comes to the allocation of company vehicles, expatriates were always considered first before the locals even if they occupy the same position. But the workers remained calm and more thoughtful in analysing the situation. Because no one wants to be accused of starting any uprising in the company, so workers remained calm while observing the situation and became more resilient and perseverant. Workers reported exhibiting self-esteem through presenting their authentic self to others. Workers said they were happy with the way they are not afraid to show their weaknesses. Through that they can access the help they needed. Because being in the construction industry weakness inherent in workers cannot hide for a long time because no matter how a worker tries to hide it, it will show eventually. So the best way has been to be themselves and seek help where needed.

Respondents also reported being driven by their individual self-esteem to have commuted from their home state to the project sites 6 days a week. Because no one wants to be seen as a lazy worker, so even in the rain, even when conditions were not favourable, they were able to come to work. Mobility has never been any factor to them. The next section presents results on types and sources of support

Self-esteem is individuals' evaluation of self-worth, which is conditioned by the appraisal of how others perceived the individual (Callan et al., 1994; Hoffi-Hofstetter & Mannheim, 1999; Luria & Torjman, 2009). Hobfoll (2002) also argued that possessing high self-esteem is a positive resource and when individuals have high self-esteem, they are less likely to interpret difficulties as indications of their own lack of worth. Although Ding, Ng, Wang, and Zou (2012) argued that self-esteem should be studied differently and categorised into team-based self-esteem and organisation-based self-esteem, the report presented here represent individuals-based self-esteem.

Oh, the pressure of the work, as a foreman, when a piece of work is given to me, I will demand several people from my superior whether it is from a supervisor or an expatriate. I will demand

several people. After been known the area which am supposed to cover with the time, I now demand the number of people that I will work with them. INTV45

Sincerely it impacts negatively, and I must be very sincere about that because at the end of the day you find that ... you do much work than you supposed to do. And then we are all human beings, by the time you get home you feel very tired. For example, let me tell you yesterday, I was so tired, and I felt feverish, I just could not do anything, the moment I got home, ...I said let me take a short nap, and that was how I slept off until I woke up this morning. Which is not good particularly for someone who is handling spiritual work in the church and as this continues, it will not say well about one's integrity. Then it's not also good for the family because you need to relate with your family. INTV49

The interviewees that were contacted reported an internal resource which helped them to be able to evaluate an assigned task and request for workers to carry it out without difficulties. For example, being a foreman, when a job is assigned for the day, the respondent made adequate arrangement to engage all the labourers required to get the job done within stipulated time. When workers have high self-esteem, they would not want any task allocated to them to be delayed because they are conscious of its repercussion on them and their career.

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... I was saying, they don't normally allow us to go on leave even when they say it is provided, the same happens when you are sick. Let me tell you, no matter how experienced you are in this place, you will be the first they will sack if you fall sick. They will tell you this place is for strong people not sick ones. They will tell you there are many people waiting at the gate, who are willing to work. You should go and treat yourself and then comeback. But the problem with the workers is not that we are sick per-say, when you work under this condition occasionally your body will require some rest. That is how we have been working just to save face, avoid losing our jobs or being seen as unable to work. INTV50

Exactly, that's what I'm saying. Also, when you consider what you are being paid, no matter how small it is, and how your family will suffer if you lose your job because of complaining, then you will want to keep quiet and keep praying that things get better. INTV35

... [When] you know that your colleagues are paid higher than you in other companies, you want to complain so that management consider and maybe increase the pay but even among the workers you hear people saying 'me I don't want trouble oh' 'just leave them alone and let us manage whatever they are giving us'. So, everybody maintains silence and that is how things have been all these years... INTV35

Respondents reported a conflict of interest when they were asked to reduce the number of workers in the company due to dwindling financial resources. Because the respondent had developed a cordial relationship with the workers, and the fact that all of them normally worked hard, and he was conscious of the way other workers will look at him after the exercise of reducing the workforce, he devised a means and wrapped the word 'go' and 'stay' in small pieces of papers and squeezed it into a container and asked the workers to pick one each. Those affected were then asked to leave and those who pick the paper with the word 'stay' could stay and continued their work in the company.

Workers reported how they conditioned themselves to evaluate the impact of job exhaustion and how it impacts workers' effectiveness in the workplace. Workers also reported perception of betrayal from other colleagues who don't want to speak up about condition of work for fear of losing their jobs.

Workers reported displaying and demonstrating leadership in the workplace. Particularly when other colleagues had misunderstanding over a trivial matter in the workplace, which bothered on a speculation of favouritism being practiced by the foreman, in order to avoid a situation where expatriates will view the attitude being displayed by the worker out of anger which may lead to being sacked, workers reported how they mediated between the worker and the foreman and were able to resolve the misunderstanding without escalating.

Some of the challenges reported by the workers has to do with organisational practices which was unfavourable to the workers but in favour of the company. Being a multinational corporation, workers reported discriminatory practices by the management of the company between locals and expatriates. For example, when it comes to the allocation of company vehicles, expatriates were always considered first before the locals even if they occupy the same position. But the workers remained calm and more thoughtful in analysing the situation. Because no one wants to be accused of starting any uprising in the company, so workers remained calm while observing the situation and became more resilient and perseverant.

Workers reported exhibiting self-esteem through presenting their authentic self to others. Workers said they were happy with the way they are not afraid to show their weaknesses. Through that they can access the help they needed. Because being in the construction industry weakness inherent in workers cannot hide for a long time because no matter how a worker tries to hide it, it will show eventually. So, the best way has been to be themselves and seek help where needed.

Respondents also reported being driven by their individual self-esteem to have commuted from their home state to the project sites 6 days a week. Because no one wants to be seen as a lazy worker, so even in the rain, even when conditions were not favourable, they were able to come to work. Mobility has never been any factor to them.

6.4.4: Sources of support *coping resources*

One of the research questions of this project sought to know the coping strategy or mechanism of the respondents in relation to the demand for work on their individual lives. Social support and its timely availability has been identified in reducing the detrimental effects of workload on work-family conflict (Pluut et al., 2018) depending on the sources of such support. Social support is defined as an input from one's social network that leads to the person's into believing that they are cared for and loved, esteemed and valued, and a member of a network of mutual obligation (Cobb, 1976). Kossek, Pichler, et al. (2011) contend that social support is a critical job resource which positively enables role demands for which support is given to be carried out such as the integration of work family interface, thus defined social support as the degree to which individuals perceive that their well-being is valued by the workplace sources such as supervisors and the organisation at large. Although there are no acceptable definitions of social support because the concept seem to have so many nuances that are reflected in the literature, however (House, 1981; House, Umberson, & Landis, 1988) distinguished four types of support namely emotional support, instrumental support, informational support and appraisal support. From the responses, a good number of the respondents indicated they enjoyed both instrumental and informational support from the workplace.

6.4.4.1: Spousal support coping resources

Workers reported that they have received support from their spouses in the form of understanding with the kind of work they do and the demand it posed. Workers

reported receiving love from their spouses despite the challenges of their work. Workers said they have received financial support from their spouses when their income isn't enough to cover the family's financial needs, spouses have also supported respondents by giving up their time to take care of the family when they are at work all day. Other areas of support workers reported were the push from their spouses to pursue and achieve professional qualifications which have helped them to gain recognition in their workplace.

6.4.4.2: Extended family support coping resources

With regards to friends and extended family, workers reported receiving support in the area of queuing to buy fuel for the car or for the electric generator being used in the house when there is no electricity. Extended family members also helped take the car to the mechanic when they must work six days a week.

6.4.4.3: Colleagues support

Workers also enjoy monetary support from their colleagues. For example, whenever any of their colleagues had a baby or marriage celebrations. These supports normally come in handy to support them. Furthermore, when workers needed time off to attend to personal matters, their colleagues have helped to cover their shifts on many occasions.

Respondents also reported how they have always felt they have someone they can count on in the workplace who listens to them when they had any problem bothering them, either regarding their work or at home. Workers felt a clear sense of commitment to the relationship they have shared with colleagues at work who have always understood their problems. Respondents reported how they have relied on their colleagues for support when they were in need of someone to keep them company or to visit relaxation spots, someone they can rely on as a friend or a companion when want to have 'a good time'. Finally, workers reported the level of trust between them and their colleagues as someone who cares about their feelings and usually served as a source of support in the workplace.

6.4.4.4: Company support

Respondents reported how much support they have received from the company over the years to include welfare support when they are faced with a personal matter like taking a child to the hospital, staying with the child in the hospital, time off to attend

to children matters when there is an urgent call from the children school.

Workers reported receiving housing support from the company particularly in Abuja with all its housing needs. The company also provides transportation to workers who live far away from the city. Respondents also reported receiving support from the company to pursue and attain professional recognition and that the company in the form of welfare has supported them during childbirth, marriages even when they lose a relative.

6.4.4.5: Instrumental support

Instrumental support has been categorised into five groups from the responses gathered to accommodate issues raised by respondents. These include Top Management, supervisor support, spousal support, children and siblings support, and extended family support.

6.4.4.6: Top Management

Respondents reported they have been able to enjoy the support from Top Management of the company by way of approving and arranging good health benefits of employees who encountered a serious medical challenge. Respondents reported that they were given time off when their spouses had children.

Workers also reported how they relied on the top management in the company for employment opportunities whenever they were unemployed. Some of their responses are discussed below:

There are several ways we test workers and sometimes the performance may not be satisfactory, but you have to devise other means of bringing the worker up. ... Some workers don't work with so many people, they don't have the interpersonal skills of working with so many people. But here, we work with so many people as such we assist to bring them up to the understanding that you have to interact and work with so many people. They may go with annoyance sometimes, but at the end of the day, they will calm down and everything will be ok. So, we teach them how to work with people ...(INTV44)

...there are so many ways the management support its workers, when we came in, they train us so that we can work according to the standard the way they want us to work, and they always check to make sure we are doing the right thing the right way. Like when they received their outstanding payments from clients or the government, they give us some bonuses. So as far as, if they are also getting something, they don't play with us, they give us little, little bonuses that everyone will be happy. And every month, they give us beverages which everybody will take home – there's also soap and all those things – you'll take home and.... I think all of us, I think we are happy, we put in our effort and we gain back (INTV46)

Although we do have good working relationship here in the office, and I have also relied on the good counsel of colleagues several times. Whether in terms of their experiences on life matters

or helping on the job. Like when I started, besides training, the information I needed was offered by colleagues who have been here longer than me. That has helped me greatly. (INTV08)

... Like for instance if your wife give birth or you are the one that give birth, the company always come in to assist, what is also more important is the relationship. For instance, you see my boss just stepped in now, he saw us having this interview ... I whispered to him explaining that we are having an interview, although he needs me for certain purpose, but because we have a good relationship. If it's somebody that we don't have a good relationship, he may decide to say no this is my working hour that I pay you for ... Once you have a good relationship with your boss, I can assure you they can go any length for you to satisfy your desire while making sure you are comfortable in your work. (INTV07)

The workers reported benefiting from various instrumental and informational support from their individual companies. Blanch and Aluja (2012) found out that work related support from supervisors and colleagues can mediate the effect workplace stress and burnout. They added that specific source of support can mitigate the tendency of work interfering with family. This implies that when you have specific and targeted support from a supervisor like organising training, and ensuring the needed skills are acquired for the allocated job, it can mitigate the negative impact of stress associated with job role.

Regarding non-work-based support, major sources included emotional and informational support. Respondents reported relying on their spouses, siblings, friends and neighbours, as a source of support which goes a long way to show the strategies they imbibe in coping with the challenges of work and the resources they utilise. The findings of Blanch and Aluja (2012) also suggested that the mediation effect of work interfering with family in the association of family support with burnout indicates that the support provided by the family goes a long way in reducing men's burnout levels.

I have three kids one is 17 the other one is 8 and I have 5. I'll say God blessed me with the best husband, which is everything. Yes, He blessed me with the best husband, my husband was... he understood with me, he even pushed me to get registered professionally, he wanted me to further my education. Yes, he's not satisfied with where I am. He has always been there. If I can't come home on-time, if I can't come home ... early, he will wait to pick me up and take me home, yes, he cannot close from his own work if I'm going to stay in the office beyond 6Pm. ...[although] he died last year. He had a shop; he was a tailor and he sell clothing materials. So, he had the right to close 5pm and go home but [because] I was writing my professional exams I had to stay in the office 9 – 10 pm, he'll bring dinner, wait then take me home. So, he was always there supporting me, through the kids, through pregnancy, through everything he

was there, he accepted my sister, you know some men will not want that. So, God blessed me with the best husband. Through that support, I am who I am today at work. (INTV42)

My wife's contribution really helps because like now, yesterday ... my 1st son started writing his junior WAEC [GCSE] exams, and he needs money for all this paper, math-set and other writing materials, it was my wife that produce the money for everything, me I wasn't having any funds by then, but she provides the money, I now send it down to him. Even the transport of his coming after finishing the exam, he will still use the money. (INTV45)

Yes, how I do manage is this? ... I will say I have an advantage ... Like when we wake up in the morning, when I have the opportunity, we'll wake up in the morning we ... pray together and then I leave the house in the morning. (INTV49)

This study also reports that in the case Nigerian construction industry, workers who enjoy emotional and informational support from home, experience a sense of stability in their professional career. It could be argued that despite the challenges associated with the construction sector in Nigeria, emotional and instrumental support which workers reported enjoying from their families have been a catalyst in their ability to withstand the pressure of working in the sector.

6.45: Workers' views on work-life balance– Coping Resources

Many of the respondents believe that the drive to achieve a balance between work and life is the individuals' responsibility. Some of the respondents believe that it is the responsibility of the individual to 'try and share' his or her time appropriately between work and other activities outside work.

... Work-Life Balance is a situation whereby you are able to share your time between your work and other activities. May be your leisure activities, family and your friends... INTV05

Work Life Balance has to do with how I am going to manage my activity in office and my private life, how I am ... balancing the two so that one will not cross each other, and they will be going parallel. That is the way I look at it basically INTV07

Some of the respondents highlighted ones' ability to create and maintain a synergy between the benefits derivable from working in the company while working and the benefits derivable to the family. If the individual is able to find a middle ground or not, bearing in mind how the benefits from each domain impacts the life of the individual...

Work-life balance has to do with the synergy between the benefit you derive from the company while you work, at the same time with how it benefits your family. If there is no middle ground on that, one side will suffer and at the end of the day it will not go well with you. It could be

either your work being affected which in turn will affect your finances or it could be your family being affected which in turn will affect your work. So, there has to be a balance between how you take care of yourself, your family and at the same time your place of work such that they don't look at you as if you are redundant INTV17.

The above quote tells us that workers understand the need to try and find a balance between both work and life domain. It places the responsibility on the individual regardless of the demand on his or her time and attention from either domain with a view to manage both domains equally. This understanding resonates with Koubova and Buchko (2013), who state that work-life balance is the harmonious interface between different life domains. The notion of peaceful existence indicates that work and life domain can be integrated together rather than compete. However, respondents believe the ability of these domains to co-exist or integrated together rather than compete lies in the hands of the individual. In Nigeria, due to the absence of the much-needed organisational support, or organisational initiatives to support workers' drive for a balanced life, individuals have always had to make their own arrangements in order to attain some form of balance in their lives. These perceptions differ considerably with the understanding of what it takes to experience work-life balance in the western world. In most societies in Africa, workers normally rely on friends and family, distant relatives or hiring house helps to enable them work without being worried about family responsibilities while at work. This is why most of the respondents feel it is their responsibilities to try and balance work and life demand.

CHAPTER 7: SYNTHESIS AND CONCLUSION

7.1: INTRODUCTION AND GENERAL OVERVIEW

This chapter gives synthesis of the findings that have emerged in the study and links the findings of the study with existing literature on work-life balance. The first objective of the study was to critically evaluate the factors and drivers of work-life imbalance; the second objective was to critically assess work-life balance policy availability and workers uptake, and utilisation of, such policies and initiatives in the Nigerian construction industry. The third objective was to evaluate workers' coping strategies and resources in the pursuit of work-life balance. The findings of the study are discussed thematically based on the research questions and in line with the objectives of the study. Details and explanation of the findings are presented below.

7.2: DEMOGRAPHIC OVERVIEW

Demographic factors such as age and gender has been found to be essential drivers of policy and practices in organisations (Jyrkinen & McKie, 2012) and an important predictor for the uptake of organisational initiatives on offer. Dubey, Saxena, and Bajpai (2010) argues that the age of respondents determines what work-life balance initiatives they utilise. Results from the analysis carried out on the responses regarding the gender of the respondents, confirmed what is known about the construction industry being male dominated around the world (Smith, 2016) and increasingly maintaining its gender-segregated position. The 86% male reported in this study is a confirmation of this claim because age is an important factor in the pursuit and possible attainment of work-life balance. The 74% of the respondents in this study who falls within the age range of 26 and 45 years signify that for organisation is dealing with different ages and gender of workforce, the initiatives should be targeted differently for those categories of workers.

The next section discusses factors and drivers of work-life balance in the construction industry.

7.3: SYNTHESIS BASED ON RESEARCH QUESTIONS

7.3.1: Factors affecting the work-life balance of workers in the Nigerian construction industry.

A number of factors and drivers of work-life imbalance have been reviewed in this study, and these include pay and qualification, long working hours, job roles, lack of job security physical and emotional exhaustion, caring responsibilities, job relocation and family separation.

7.3.1.1: Pay and qualification.

This study found out that pay is a major factor causing imbalance among construction workers in the Nigerian construction industry. Workers who contributed to this study consistently reported low pay is a key driver of employee dissatisfaction in this sector. Their low pay, even though it looked high, it still did not meet their needs as highlighted by Parvin and Kabir (2011). Additionally, pay serve as a symbol of success and social recognition, workers highlighted that this was an area in which they struggled, and they suffered imbalance. As summarise in chapter 5 and 6, low pay is a key driver of work-life imbalance.

Parvin and Kabir (2011) reported that pay has a potential of determining employees job satisfaction. This is because workers who have multiple needs, like the need for money, the pay they receive, help them satisfy those needs. Where salaries are not market related, it can lead to employee dissatisfaction and unhappiness with their jobs because Pay is significant in fulfilling the needs of the individual (Anin et al., 2015). Pay enables workers to purchase food, provide shelter, clothing and aid in provision of the means of pursuing life and leisure outside of work. In addition, Pay serves as a symbol of success and a reason for social recognition. Employees interpret pay as a reflection of the concern management has for them (Parvin & Kabir, 2011). Rewards like pay, is seen as the most vital tool for creating value for organisations.

Other non-financial rewards can also motivate employees' satisfaction. The three categories of non-financial or non-monetary rewards include tangible, social, and job related non-monetary incentives (Srna & Dinc, 2017). Tangible non-monetary included items the organisation gives to its employees. Social non-monetary incentives relates to the relationships between management and subordinates including social activities which takes place in the organisation. Job-related non-monetary rewards relate to the intrinsic reward offered to employees by the organisation. The workers reported receiving a number of tangible non-monetary

incentives including free beverages, subsidised food items, bus service and gift items. Worker also reported having a very good relationship with their supervisors and their managers and also majority of the workers. The result of this study did not show a significant use of job related non-monetary rewards. There was no flexibility of working hours, career development opportunities were limited, and very limited participatory decision making and most workers reported a very low degree of job autonomy.

7.3.1.2: Working hours, overtime, and Job security

This study found out that working hours constant overtime and the lack of job security is a major factor causing work-life imbalance in the Nigerian construction industry. This study found out that 69 per cent of respondents were working between 40 to over 60 hours per week which was over the national required guidelines. Additionally, 61% of the respondents agreed with feeling physically exhausted at the end of their day, 48% agreed that they feel emotionally exhausted at the end of their day, and 81% of the respondents reported they must work hard to meet their daily targets. As a result, workers normally experience a high level of strain and exhaustion, they become psychologically and physically vulnerable when they experience high level of stress, exhaustion and burnout. This explains why physical and emotional exhaustion are major drivers of work-life imbalance in the Nigerian construction industry. Understandably, that depending on the circumstances, countries and industries, there may be variations on the application of working hour regulations.

According to Lingard and Francis (2009), the construction industry is characterised as physically demanding and it affects employees' work-life balance pursuit negatively. Spurgeon (2004) reports that regularly working in excess of 48 hours per week as stipulated by ILO (2018) constitutes a significant occupational imbalance which increases the risk of mental health problems. While regularly working more than 60 hours a week, and perhaps working more than 50 hours a week, increases the risk of cardiovascular disease (Lingard et al., 2010). Long working hours influence and increase unhealthy lifestyle choices, such as smoking and irregular diet. Research has also linked worker error increase after eight hours of work (Spurgeon, 2004). The ILO (2018) suggested that hours of work should not exceed forty-eight hours a week and eight hours or in some cases ten hours in a day. Given that workers' health and safety has a link with working time arrangements and occupational health and safety outcomes, this research finding can be linked with the causes and incidents of high number of construction accidents and collapse buildings in Nigeria

(Folkard & Lombardi, 2006; Kadiri et al., 2014), the outcome of which is a driver of work-life imbalance.

This study investigated the roles performed by the participants and found that 26 percent of the respondents were office-based employees while 74% of the respondents were site-based workers. 50% of the site-based workers were engineers, drivers, machine operators, supervisors, technicians, surveyors and security personnel. While other site-based roles included mason-brick-layers, electricians, vulcanizers, site clerks, mechanics, health and safety officers, store keepers, iron benders, maintenance workers, quality control officers, gardeners and plumbers.

Majority of the respondents agreed with the statement 'I feel they work a risky job' and disagreed with the statement 'I have control over my work'. The lack of job control has been reported as a significant driver of work-life imbalance. Jensen et al. (2013) reported that workers are likely to experience several negative consequence when they have low control over their jobs and high performance work system is being implemented. The result reported in this study is a confirmation that where workers lack job control, work-life imbalance is inevitable.

Job insecurity is an important stressor to workers because companies are hiring more workers on casual employment, fixed-term contract and labour-hire basis. Workers for fear of potentially losing their jobs may feel pressured to perform in excess of their job requirements or contract terms. This study reports a mixed-response from respondents as 80% of the respondents reported 'feeling worried about the lack of job security'. In a society with high number of unemployment like Nigeria, job insecurity can be a major driver of work-life imbalance as workers would accept any additional work so as to be seen as hard working by their supervisors. With regards to working pattern, the data confirms the characteristics of the construction industry where all hands are required to be on deck in the execution of projects. However, respondents reported a significant 60 per cent having permanent employment, and only 24 per cent and 16 per cent have both temporary and casual employment respectively.

7.3.1.3: Job relocation and family separation

Job relocation and family separation has been identified as an issue for employees and their families which has led to work-life imbalance in many industries. Although cultural expectations often lead to personal sacrifice and research has indicated that family members have to go through the experience of relinquishing control over their own prospects and identities and exercising influence in relation to negotiations concerning their living arrangement. This study reports 69% of workers have relocated due to work. 45% of respondents were not living with their families. This study reports that workers were constantly negotiating, deciding and in some cases, regretting their decision on relocating their family members due to work.

The term relocation refers to those job-related movements taking place between workplace sites belonging to the same organisation but in a different location, where due to the distance, an employee finds it challenging to commute to the new area of posting (Wheatley, 2013). The impact of job-related relocations on families is devastating. This finding makes work-life imbalance imminent because when workers move from their place of origin, losing their friends, and their social network.

7.3.1.4: Family and Caring responsibilities

According to Gregory and Milner (2009), Lewis, Brannen, and Nilsen (2009) family commitments especially child care responsibilities result in many individuals not being able to achieve work-life balance. Caring duties have been identified as the responsibility which contributes to conflicts within the family, particularly dual earner couples (Tietze & Musson, 2010; Wheatley, 2012).

Respondents reported caring for children within age range of 0 to 30 years, caring for elderly parents, siblings and extended family members. Respondents reported that child care, elder care, care for the sick child and adult as the major caring that takes up their time and effort. This research also found out that 55% of the respondents lost interest in other things due to the demands of their work and family life. Cho et al. (2016) reported that the demand of work is a major cause of work-life imbalance among individuals. The demand from work can cause individuals to experience work-life conflict. This study therefore reports that the pressure associated with caring for loved ones, especially among workers with school-aged children and aged parents is a significant driver of work-life imbalance in the Nigerian construction sector.

7.3.2: Availability and uptake of organisational initiatives for work-life balance in the Nigerian construction industry

The second research question in this study focused on availability and uptake of organisational initiatives for work-life balance in the Nigerian construction industry. Availability of, and access to, initiatives are crucial in employees' ability to manage both work and family responsibilities. Given that access to initiatives matter for organisational performance, employee well-being and social justice (Kossek, Baltes, et al., 2011). Ollier-Malaterre and Andrade (2016) noted that when workers are able to access employer-driven family friendly initiatives, it could increase employee commitment as well as decreased absenteeism and turnover intention. However, where there are implementation gaps, by way of reduced employees' access to the initiatives, the initiative cannot be effective (Kelly et al., 2008; Kossek et al., 2010). Having access to organisational policies is one thing and employees' ability to use the policy is another (Kossek, Baltes, et al., 2011). In addition, Haley-Lock (2009) stated that inequalities in access among low-level, blue-collar and part-time employees meant that worker within these categories normally have lesser access to initiatives when compared to professionals like managers and other full-time employees.

From their responses, in terms of time-off offered by the company, a significant number of the respondents were not aware of the existence of policies like parental leave, carer leave, study leave and paternity leave. However, workers were aware of the existence of annual and sick leave. In terms of flexible work arrangement, a significant number of the respondents reported not being aware of the existence of flexible working opportunity offered by the company. Workers were not even aware of any flexibility arrangements. In terms of regular working opportunity provided by the company, a significant number of the respondents showed they were aware of the existence of the initiatives. Working arrangements, which gives workers flexibility in managing both work and home responsibility, is a key element in the attainment of work-life balance. This lack of awareness of the organisational initiatives came through significantly in the responses about access. More than half of the respondents could only access annual leave and sick leave, while some of the low-level workers could access part time working arrangement while access to favourable working conditions had an even distribution of responses.

Most European countries have a legislation in place that guide the operations of companies just to ensure employees regularly access time-offs to be with family,

flexible parental leave which enables parents to spend more time with their children. In addition, these measures help to reduce workers reporting absenteeism to taking.

Working in the construction industry considering the stress associated with it has been documented. The impact of accessing organisational initiatives, which helps to reduce the tendency of work-life conflict, has also been studied. However, in the context of Nigeria, the legislation, which mandate companies to offer family friendly policies to workers, is not comprehensive. The labour Act (2004) makes provision for annual, maternity and sick leave but leaves other provisions like paternity, carer, casual and various forms of flexibility to the discretion of the company. The responses regarding awareness to time-off like annual leave is because the Nigerian labour Act 2004 states that workers are entitled to at least 6 working days with full pay after working for up to 12 calendar months. Regarding sick leave the labour act 2004 states that workers are entitled up to 12 working days with full pay. A possible implication of the lack of awareness and access to organisational initiatives can be seen in the number of respondents who reported utilising some of the policies to deal with personal illness and personal stress. Office based workers reported utilising the initiatives for career advance. Nigeria and its construction industry need to learn from other countries of the world like the Europe where a legislation exist mandating companies to offer their workers as much flexibility and a favourable working condition. Although the federation of construction industry (FOCI) in Nigeria and other affiliated trade union bodies have organised themselves to press for the rights of the workers in terms of regular pay increase, time-off as stipulated by law, provision of working tools. However, the significant response on the lack of initiatives availability and access indicates that more needs to be done.

7.3.3: Coping strategy and coping resources used by construction workers in the pursuit of work-life balance

Coping with the challenges associated with working in the construction industry can be viewed from different strands of coping theory. In this study, responses were categorised into three coping strategies, which are Problem-Focused coping, Emotion-Focused coping and Disengagement. This study found out that majority of the workers make use of problem-focused coping and Disengagement. Faced with the challenges of accessing policies, this study found out that workers adopted different strategies to cope with the work and family demands. Workers reported not shelving either their marriage plans or having children but also significantly stepping up to speak about ways to improve their working experience. This study also found

out, in line with problem-focused coping that workers organised themselves into Adashe groups which allows members to contribute an agreed amount of money monthly amongst themselves which they use to solve individual or family needs.

When workers are faced with challenges of long-working hours and inflexible shifts they take steps in coping with their challenges by relying on friends and relatives to help them take care of the needs in the family while they were at work. This is in line Kammeyer-Mueller et al. (2009) suggestion that workers who apply problem-focused coping would usually establish specific behavioural targets, and engaging in the behaviour that will help them solve a specific problem. While some of these specific behaviours adopted by workers in response to a stressful experience has been duly reported in the literature, this study adds to the body of literature from the perspective of workers in the construction industry on how they cope and the specific behaviour they adopt so as to balance the demand from home and work.

Another significant finding in this research is the application of Disengagement-coping by the respondents when faced with the challenges associated with working in the construction industry. Disengagement involves the behaviour where the recipient of a stressful experience displays attitudes of repeated absenteeism or constant request for time-off, slow or a deliberate effort at reducing output or productivity. Workers reported the use of belligerent behaviour or taking steps at sabotaging organisational goals through deviant behaviours like limited instances of stealing fuel from work to sell, selling organisational equipment and general theft. This study found out that drivers of heavy-duty and machinery operators were engaged in limited instances of stealing fuel from company vehicles by to sell. Possible reason for this could be in line with the earlier discovery of the report of finding ways to cope with impact of low pay in view of high standards of living in Abuja where the data was collected. Another possible reason could be that the workers who engage in these behaviours lack a sense of belonging in the operations of the company. A feeling that they are not stakeholders. If this were the reason, it will be in conformity with the fact that the construction industry is a closely-knit club; with over eighty percent of the companies are Multinational Corporation and a few indigenous companies. Decisions, project designs and company operational principles are done from their international headquarters and pass down to their branches in Nigeria for implementation.

Coping resources are sets of abilities and resources a person draws on so as to cope with a stressful situation (Van den Brande et al., 2016). Beside workers efforts in coping with the challenges associated with working in the Nigerian construction industry and the strategies they use, this study found out that workers draw on coping

resources such as Locus of control, Self-efficacy, Self-esteem and sources of support. This study also found out that along with the coping resources reported, workers make use of both work-based and non-work-based support while trying to balance the demands of work and the family. Locus of control, self-efficacy and sources of support came through as the major coping resources used by workers. Due to the feeling of helplessness by the workers, which represent external locus of control, it can be associated with the lack of a strong regulatory framework governing the Nigerian construction industry.

High unemployment rate in Nigeria contributed to the workers not having control over their jobs and feelings of job insecurity. Ito and Brotheridge (2003) found that when workers experience external locus of control, it negatively affect their coping strategies. Internal locus of control has to do with steps taken by individual to manage their own experience of work-life imbalance. Taking steps to manage their experience of work-life imbalance, as found out in this study included taking advantage of organisational initiatives, including initiatives that were left at the discretion of supervisors and managers.

Sources of support feature highly in the results of this study. Categorised into work-based and non-work-based sources support. Work-based support included all the four types of support being emotional, instrumental, and informational and appraisal support. From all indication, appraisal, informational support. The support, which workers received from their supervisors and co-workers are mainly instrumental and appraisal, while non-work-based support source included emotional and informational support. The fact that workers rely on their spouses, siblings, friends and neighbours, goes a long way to show the strategies they imbibe so as to cope with the challenges of work and the resources they utilise.

7.4: CONCLUSION

7.4.1: Chapter overview

The aim of this research was to investigate the policies and initiatives of work-life balance. The contextual focus of the research was on selected construction companies in the Federal Capital Territory (FCT) Abuja, Nigeria and the result has implication on the policies and initiatives for work-life balance. The study employed a mixed-methods methodology in achieving its aims and objectives. This chapter provides a summary of the research and an overview of key findings, in addition to

contributions made to the understanding of work-life balance and considers the limitations of the study. It will be followed by suggestions on areas for future research and finally concludes the thesis.

7.4.2: Thesis summary (overview of key findings)

The literature reviewed in the thesis looked at various definitions of work-life balance and discussion on theoretical approaches to work-life balance, including coping strategies and coping resources. A review of factors and drivers of work-life imbalance, organisational drivers for work-life balance, and a review of organisational initiatives for work-life balance followed in order to clarify the research gap. The research methodology employed for this study was discussed including approaches used and the research design.

Chapter five presented quantitative findings and the analysis of the study. The chapter discussed responses on the factors that drive work-life imbalance among Nigerian workers, the availability and uptake of organisational initiatives for work-life balance and the reasons for utilisation of the initiatives. In addition, the chapter looked at the coping strategies and coping resources of workers in their pursuit of work-life balance.

Chapter six this chapter presents key results, findings and analysis of the qualitative data. Results of the data are arranged according to the research questions which are factors and drivers of work-life balance in the Nigerian construction industry, availability and uptake of organisational initiatives for work-life balance and coping strategies and coping resources used by construction workers in the Nigerian construction industry.

Chapter seven discussed key findings of the study. This chapter discussed the relevance and application of theory in answering the research questions following findings and analysis. This study highlights a number of factors responsible for driving work-life imbalance among Nigerian workers in the construction industry. Low-pay, long working hours, physical and emotional exhaustion, job relocation, family separation and caring responsibilities were significant predictors of work-life imbalance among workers in the Nigerian construction industry.

Respondents in this study reported using a variety of coping strategies and coping resources to mitigate the repercussion of the challenges associated with working in the construction industry. Resource depletion theory asserts that each person has a fixed amount of physical and psychological resources and can, therefore, satisfy different life demands only partially. Lyness and Judiesch (2008) suggests that an

individual has a limited amount of time, energy, money, health, relationships or other resources like personal characteristics such that involvement in one role results in fewer resources available for other roles, leading to inter-role strain or conflict and diminished performance in those other roles. In this case, the demand and long hours spent at work, long commute to work daily, relocation from where the family is to where the job is being carried out which is due to the nature of construction work (where physical presence is required from all stakeholders), it takes up most of the resources at the disposal of the workers. This results in the cases of imbalance reported by the respondents. Although, some workers have social support at their disposal which they readily utilise to mitigate the consequences of such demand, however, searching for, and making use of such resources is based on the fact that their personal resources has been used up by the demand of the job. Workers constantly applied coping strategies while managing the imbalance created by the factors identified as causes of work-life imbalance.

This study highlights limited access to organisational initiatives among workers in the Nigerian construction industry and for few workers who had access to some of the initiatives, the predominant reasons for utilising the policies was to enable them deal with personal stress, personal illness, career advancement and to attend family occasion. The limitation in access to organisational initiatives has been reported by Ollier-Malaterre and Andrade (2016) which is due to organisational stratification and inequalities. The construction sector is important in helping to meet the infrastructural need of every society, however, despite its importance, the construction industry is characterised by long working hours and physical and emotional exhaustion, job relocation and caring responsibilities which impact negatively the pursuit of work-life balance by construction workers.

7.4.3: Theoretical contributions:

This research investigated the initiatives of work-life balance in selected construction companies in Nigeria. In the area of availability and uptake of organisational initiatives for work-life balance, this study reports the views of construction workers in Nigeria rather than western workers. The coping strategies and coping resources use by workers represents the views of workers in the Nigerian construction industry. When viewed through resource-based theory, individuals have fixed amount of physical and psychological resources which is utilised in responding to the demand or either life or work. The resources can be time, energy, money, personal characteristics etc and the involvement of the resources in one sphere of life can result in fewer resources available for the other sphere. This study contributes to the body of knowledge by

extending the understanding on resource depletion theory with an added variable which stood out as a resource used by workers in the Nigerian construction industry, Family and friends. Resource depletion theory focuses on the inherent resources of the individual, time, energy, personal characteristics, money (Lyness & Judiesch, 2008). Resource depletion was proposed from a western perspective where the society is largely individualistic in nature. Meaning that when the resources possessed by an individual is under threat, or being depleted, conflict ensued because the individual has only a limited amount of time, energy, and other resources (Koubova & Buchko, 2013). However, an extension to this perspective is reported in this study by adding the views of workers who are faced with similar demand and challenges daily but use of other resources in mitigating the potential consequences of such demand by harnessing a resource: family and friends. Making use of family and friends in taking care of a demanding circumstances is typical in African societies. The strength of African communities lies in its social network, the relationship that exist between families, neighbours, friends, siblings and the communal cohesion help workers to navigate the challenges associated with their daily lives.

Researchers have studied and published the negative relationship between job stress, lack of organisational support, work to family conflict and more as predictors of turnover intention among workers, however, the results reported in this study indicates that despite the presence of the factors in the Nigerian construction industry, turnover intention is not within their immediate plan. 41% of the respondents disagreed with the statement about the thought of resigning from their work. 60% of the respondents said they either not leaving, or they would consider resigning in 5 years or more. When viewed critically, it can be deduced that the presence of these resources, Family and friends, which respondents use has helped them stay focused at work and reduced the tendency of an immediate turnover intention.

7.4.4: Contributions to policy and practice:

Looking at the findings of this research, the researcher recommends that deliberate steps be taken by the regulatory agency, the umbrella body of all constructions companies in the country known as federation of construction industry (FOCI) needs to come together to ensure that construction companies adhere to the agreed regulations and that the conditions of service in the industry reflect the reality of the cost of living in Abuja, Nigeria. The study found disparity in the implementation of the organisational initiatives for work-life balance, this needs to be addressed. Availability of, and access to, organisational initiatives was a concern to workers, where some

workers are not aware of the existence of certain initiatives, some workers reported that even the ones available, they do not have access to them. This scenario has been discussed in the discussion chapter, however a situation where companies are left to choose and decide which initiative to allow workers access and when might be in contravention of collective agreement and the provision of the Nigerian labour Act (2004). Companies should be given guidelines that ensure statutory provisions are adhered to and the government should monitor compliance and sanction defaulters. Guidelines should be developed which relates to long working hours, job relocation leading to family separation. A factor which the companies can take advantage of, is the high number of unemployment in the country. Companies can recruit workers and add few extra hands so the essential services workers who would be asked to work even on national holidays can alternate so as to have time for their families. The need to ensure flexibility in the working pattern of construction workers in Nigeria needs to be considered. On the whole, there is a need to ensure companies through their supervisors and managers are fair in the implementation of organisational initiatives for work-life balance. Although it is common practice that some companies allow managers and supervisors some discretion in granting or allowing workers proceed on casual leave or compassionate leave, this kind of practice is dangerous, and it gives the manager the latitude to choose who is allowed on such short term leave and who is not.

This study recommends that the federal ministry of labour and productivity needs to engage the services of an expert on the implementation of work-life balance policies in the country. Employees should be valued because of their contributions to organisational goals and a consideration be given to their families and the life of workers outside of work.

7.4.5: Limitations of study and Suggestions for further research

This study has made a much-needed contribution to the literature by way of identifying and exploring context specific factors and drivers of work-life imbalance in the lives of workers. The result reported in this study reflects the views of workers in selected construction companies in the Federal Capital Territory (FCT) Abuja Nigeria. There were eight companies sampled, 305 questionnaires returned and 54 and semi-structured interviews conducted. The views of workers in such companies cannot be deemed to be representative of the entire construction sector in Abuja, not least Nigeria as a whole. The findings in this study indicates that construction workers in Nigeria are faced with a lot of factors serving as drivers of work-life imbalance; factors such as low pay, long working hours, job roles, job insecurity, physical and emotional,

caring responsibilities, job relocation and family separation. It would be beneficial if a similar research is carried out in the six geopolitical zones of Nigeria. Because at the moment a lot of construction companies are keying into the vast infrastructural drive in the country. Therefore, replicating a similar research across the six geopolitical zones of the country will either confirm or extend what is reported in this study.

In addition, this study reported a lack of access to organisational initiatives by workers, reported not been aware of the existence of such initiatives. A further study that is undertaken from other parts of Nigeria other than Abuja, or from other African countries will contribute immensely to our understanding of availability and access to organisational initiatives for work-life balance.

Furthermore, the views represented in this research were those of workers who were employees of the various companies. The significance of the result reported would have been more if spouses of the respondents were interviewed for their perspectives so as to further understand both perspectives. Therefore, for future studies, the author of this study suggest that it would be interesting to explore more studies where both workers' views and their spouses are collected to better understand the impact of these factors and drivers or work life imbalance. Furthermore, if workers whose responses are reported make use of variety of sources of support in managing the demand of their work and home life, it would be interesting to sample the view of the resources other family members make use of in the absence of their parent who may have relocated to a different site where construction work is being carried out.

Appendices

Appendix A: Workers and job relocation by company

Company	Location of work	Cities/states of workers' origin	Location of workers' residence
Company A	Abuja	Lagos – 2 workers	Lagos – 1 worker
		Abuja – 17 workers	Abuja – 49 workers
		Maiduguri – 5 workers	Maiduguri – 4 workers
		Ondo – 3 workers	Ondo – 2 workers
		Port Harcourt – 1 worker	Delta – 1 worker
		Delta – 2 workers	Osun – 1 worker
		Osun – 3 workers	Edo – 3 workers
		Edo – 7 workers	Kano – 1 worker
		Abia – 3 workers	Benue – 2 workers
		Kano – 1 worker	Niger – 4 workers
		Ekiti – 2 workers	Gombe – 1 worker
		Benue – 7 workers	Adamawa – 2 workers
		Minna – 3 workers	Anambra – 1 worker
		Gombe – 3 workers	Katsina – 1 worker
		Adamawa – 2 workers	Kaduna – 2 workers
		Jigawa – 1 worker	Kogi – 3 workers
		Imo – 2 workers	Ibadan – 2 workers
		Anambra – 2 workers	Abeokuta – 1 worker
		Katsina – 1 worker	Nasarawa – 2 workers
		Kwara – 3 workers	
		Kaduna – 1 worker	
		Enugu – 2 workers	
		Kogi – 4 workers	
		Ibadan – 2 workers	
		Abeokuta – 1 worker	
		Nasarawa – 1 worker	
		Cross-River – 1 worker	
Company B	Jos	Abuja – 1 worker	Jos – 20 workers
		Jos – 16 workers	Bukuru – 17 workers
		Bukuru – 15 workers	Quaan-Pan – 3 workers
		Quaan-Pan – 3 workers	Kogi – 1 worker
		Kogi – 1 worker	Kaduna – 4 workers
		Kaduna – 7 workers	Bauchi – 1 worker
		Pankshin – 1 worker	Langtang – 2 workers
		Bayelsa – 1 worker	Barkin-Ladi – 5 workers
		Cross-River – 1 worker	Riyom – 1 worker
		Bauchi – 1 worker	Gombe – 1 worker
		Langtang – 1 worker	Nasarawa – 1 worker
		Kano – 1 worker	Shendam – 1 worker
		Barkin-Ladi – 4 workers	Ibadan – 2 workers
		Bassa – 1 worker	Imo – 1 worker
		Lagos – 1 worker	Maiduguri – 1 worker
		Gombe – 1 worker	Adamawa – 1 worker
		Imo – 1 worker	Kwara – 1 worker
		Ondo – 1 worker	
		Ibadan – 1 worker	
		Maiduguri – 1 worker	
		Adamawa – 1 worker	
		Lafiya – 1 worker	
		Benue – 1 worker	
Company C	Abuja	Abuja – 6 workers	Abuja – 13 workers
		Lagos – 3 workers	Lagos – 5 workers
		Ondo – 1 worker	Osun – 1 worker
		Osun – 4 workers	Benue – 1 worker
		Abia – 1 worker	Niger – 1 worker
		Benue – 1 worker	Enugu – 1 worker
		Niger – 1 worker	Ibadan – 6 workers
		Kwara – 2 workers	Abeokuta – 1 worker

		Enugu – 1 worker	Bayelsa – 2 workers
		Kogi – 1 worker	Sokoto - 1 worker
		Ibadan – 6 workers	
		Abeokuta – 1 worker	
		Ogun – 1 worker	
		Sokoto – 1 worker	
		Oyo – 1 worker	
		Ebonyi - 1 worker	
Company D	Jos	Maiduguri – 1 worker	Abuja – 1 worker
		Edo – 2 workers	Maiduguri -1 worker
		Wase – 1 worker	Benue – 1 worker
		Benue – 1 worker	Pankshin – 1 worker
		Gombe – 2 workers	Imo – 4 workers
		Pankshin – 2 workers	Anambra – 1 worker
		Imo – 2 workers	Kaduna – 1 worker
		Anambra – 1 worker	Nasarawa – 1 worker
		Enugu – 1 worker	Cross-River – 1 worker
		Kogi – 1 worker	Bukuru – 1 worker
		Nasarawa – 1 worker	Jos – 13 workers
		Cross-River – 1 worker	
		Bukuru – 1 worker	
		Mangu – 2 workers	
		Jos – 7 workers	
		Taraba – 1 worker	
		Yobe - 1 worker	
Company E	Jos	Lagos – 1 worker	Osun – 1 worker
		Osun – 1 worker	Mikang – 1 worker
		Enugu – 1 worker	Adamawa – 1 worker
		Ibadan – 2 workers	Nasarawa – 1 worker
		Cross-River – 3 workers	Shendam – 1 worker
		Pankshin – 1 worker	Mangu – 4 workers
		Mangu – 3 workers	Oyo – 1 worker
		Jos – 13 workers	Jos – 15 workers
Company F	Abuja	Taraba - 4 workers	Taraba - 5 workers
		Abuja – 2 workers	Abuja – 11 workers
		Delta – 1 worker	Imo – 1 worker
		Osun – 1 worker	Kaduna – 1 worker
		Edo – 2 workers	Kogi – 1 worker
		Imo – 4 workers	Ibadan – 2 workers
		Kaduna – 1 worker	Oyo – 1 worker
		Enugu – 1 worker	Jos - 1 worker
		Kogi – 2 workers	
		Ibadan – 1 worker	
		Oyo – 1 worker	
		Jos – 1 worker	
		Abia - 1 worker	
Company G	Abuja	Abuja – 1 worker	Abuja – 6 workers
		Osun – 1 worker	QuaanPan – 1 worker
		Edo – 2 workers	Edo – 2 workers
		Ekiti – 1 worker	Benue – 1 worker
		Benue – 2 workers	Kaduna – 1 worker
		Suleja – 1 worker	Kogi – 4 workers
		Kaduna – 1 worker	Nasarawa – 4 workers
		Kogi – 1 worker	Jos – 3 workers
		Nasarawa – 7 workers	Abia – 1 worker
		Cross-River – 2 workers	
		Abia – 3 workers	
		Bauchi - 1 worker	
Company H	Abuja	Abuja – 7 workers	Abuja – 1 worker



RESEARCH ORGANISATION INFORMED CONSENT FORM

Faculty of Business and Law
University of Northumbria

Completion of this form is required whenever research is being undertaken by Business and Law staff or students within any organisation. This applies to research that is carried out on the premises, or is about an organisation, or members of that organisation or its customers, as specifically targeted as subjects of research.

The researcher must supply an explanation to inform the organisation of the purpose of the study, who is carrying out the study, and who will eventually have access to the results. In particular issues of anonymity and avenues of dissemination and publications of the findings should be brought to the organisations' attention.

Researcher's Name: Dang, Moses Emmanuel

Student ID No. (if applicable): W15033621

Researcher's Statement:

I am a PhD student of the above-named university. My research is on: **Investigation into the policies and initiatives of work-life balance in the construction industry.** The focus of the research is on construction companies in the Federal Capital Territory, (FCT) Abuja Nigeria. This research intends to explore factors affecting work-life balance, availability and uptake of organisational initiatives as well as individual's coping strategy and coping resources in the pursuit of work-life balance.

Respondents will be invited to participate in semi-structured interviews, which will last approximately an hour each, and 20 respondents are targeted for interviews in this organisation in the category of Top management, middle level management and employees/workers.

Questionnaire schedules prepared in advance will be handed out to participants.

The data collected will be kept and protected from unauthorised persons in strict conformity to the university's confidentiality policy.

Participants' involvement will be entirely voluntary and can withdraw at any time. Any queries regarding this research including questions and further clarifications, where necessary, should be directed to the researcher as indicated below:

Name: Dang, Moses Emmanuel

Email: moses.dang@northumbria.ac.uk

Any organisation manager or representative who is empowered to give consent may do so here:

Name: _____

Position/Title: _____

Organisation Name: _____

Location: _____

If the organisation is the Faculty of Business and Law please completed the following:

Start/End Date of Research / Consultancy project:	Start: End:
Programme Year Sample to be used: seminar group, entire year etc.	
Has Programme Director/Leader, Module Tutor being consulted, informed.	

Anonymity must be offered to the organisation if it does not wish to be identified in the research report. Confidentiality is more complex and cannot extend to the markers of student work or the reviewers of staff work, but can apply to the published outcomes. If confidentiality is required, what form applies?

- ☐ No confidentiality required
- ☐ Masking of organisation name in research report
- ☐ No publication of the research results without specific organisational consent
- ☐ Other by agreement as specified by addendum

Signature: _____ Date: _____

This form can be signed via email if the accompanying email is attached with the signer's personal email address included. The form cannot be completed by phone, rather should be handled via post.

Appendix C: Individual Informed consent



Faculty of Business and Law Informed Consent Form for research participants

Title of Study:	An Investigation into the strategies of managing Work-Life Balance in the construction industry
Person(s) conducting the research:	Dang, Moses Emmanuel
Programme of study:	Doctor of Philosophy
Address of the researcher for correspondence:	Room 415 Newcastle Business School Northumbria University City Campus East Newcastle-upon-Tyne NE1 8ST United Kingdom
Telephone:	
E-mail:	moses.dang@northumbria.ac.uk
Description of the broad nature of the research:	<p>This research intends to explore policies and initiatives of work-life balance (WLB) within the construction industry in Nigeria.</p> <p>This research will examine the ways in which factors affecting work-life balance, availability and uptake of organisational initiatives as well as individual's coping strategy and coping resources in the pursuit of work-life balance.</p> <p>This research will propose ways of studying work-life policies and practices in relation to, HRM and work-life balance.</p> <p>This will be achieved through a mix of both qualitative and quantitative research based on semi structured interviews and questionnaires sampled among staff of the companies identified</p>
Description of the involvement expected of participants including the broad nature of questions to be answered or events to be observed or activities to be undertaken, and the expected time commitment:	<p>This research intends to explore organisational strategies and employee abilities to manage work-life balance (WLB) within the construction industry.</p> <p>Respondents will be invited to participate in semi-structured interviews which will last approximately an hour each.</p> <p>Questionnaires schedule prepared in advance will be handed to participants in their offices.</p> <p>Participants' identity will be protected.</p> <p>Participants' involvement will be entirely voluntary and withdrawal will be granted at any point of the research process.</p>
Description of how the data you provide will be securely stored and/or destroyed upon completion of the project.	<p>The data collected will be downloaded and stored into the University's software and secured with a password. Once transcripts are generated, it will be stored in a secured location provided by the university to avoid unauthorised access.</p> <p>Part of the data collected will be retained for academic use for a period of 3 years and the rest of the information erased.</p>

Information obtained in this study, including this consent form, will be kept strictly confidential (i.e. will not be passed to others) and anonymous (i.e. individuals and organisations will not be identified *unless this is expressly excluded in the details given above*).

Data obtained through this research may be reproduced and published in a variety of forms and for a variety of audiences related to the broad nature of the research detailed above. It will not be used for purposes other than those outlined above without your permission.

Participation is entirely voluntary and participants may withdraw at any time.

By signing this consent form, you are indicating that you fully understand the above information and agree to participate in this study on the basis of the above information.

Participants signature :

Date:

Students' signature :

Date:

Please keep one copy of this form for your own records

Appendix D: Overview of the construction companies reported in the study

Name of company	Age of company	Origin of company	Countries of operation	Ownership of company -controlling shares -joint venture etc	Turnover report Annual profit	Staff strength	Projects specialty	Categories of clients	Examples of projects	Project locations
Company A	55	Germany	Germany, Nigeria,	Publicly traded	\$442,000,000,000	12,183	Planning, Design, Engineering, Construction, Maintenance and operation, for Building, Infrastructure and Industry Projects.	United Nations, World Bank, European Union, Nigerian Government, Private sector	Rehabilitation of Abuja–Kaduna–Zaria–Kano Road, United Nations Headquarters, Phase 2, Abuja, Technology Building/Data Communication & Control Centre at NIS, Abuja, Economic and Financial Crime Commission Headquarters, Maintenance, Abuja, Dangote Lekki Captive Power Plant, Lagos, Lagos State House, Dodan Barracks, Lagos, Lagos–Otta Road, Phase ¾,	Abuja, Lagos, Port Harcourt, Onitsha, Jos

									Pleasure Park Cinema, Port Harcourt, Railway Facilities, Agbor, Second River Niger Bridge, Main Contract, Asaba/Onitsha	
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Company B	46	Ireland	Nigeria, Ghana, & West Africa	Partnership	\$1,400,000,000	9,000	Survey and design, financial evaluation and planning, Earthworks, Aggregate production, concrete and asphalt production,	World Bank, LaFarge, Chevron, International Mining organisations, Federal Ministries, state governments, & Private limited companies	Roads construction, township roads, airports runways, bridges, dams, water supply projects, cement plants and telecommunications, including mining, drilling and explorations	Lagos, Kaduna, Enugu, Benin & Jalingo
Company C	51	Switzerla nd	West Africa, Central America, Central Europe, United states of America, United Kingdom, Italy, Netherlands & Switzerland	Joint venture	\$220,000,000	4,000	Civil Engineering and infrastructure, Building Construction, real Estate Development, Manufacturing, Electrical Services	Government, World Bank, Private sectors, South African Government	Roads construction, bridges, airport runways, Building projects, Dams, irrigation and other water related constructions	Abuja, Anambra, Awka, Oshogbo, Akwa-Ibom State

Company G	35	Israel	Nigeria & Israel	FDI	\$1,343,970,000	15,000	Civil Engineering and infrastructure, Building Construction, real Estate Development, Manufacturing, Electrical Services	Federal Government, states Government, Private sector,	Roads construction, bridges, airport runways, Building projects, Dams,	Abuja, Lagos,
Company F	43	Beirut, Lebanon	Nigeria & Lebanon	Joint venture	\$200,000,000	11,000	Civil Engineering and Infrastructure, Building Construction, Real Estate Development, Manufacturing, Electrical Services, and Satellite Imaging and Mapping	World Bank, State Governments, FCT administration,	Construction of asphaltic and surface dressed roads, Expansion and rehabilitation of existing roads, Infrastructure projects and airport runways	Abuja, Enugu, Anambra, Delta state
Company E		Nigeria	Nigeria	Private limited liability coy.	N200,000,000	1000	Highway maintenance & Civil engineering construction projects	Federal Ministry of works (highways dept.) Federal roads maintenance agency (FERMA) State Governments,	Pedestrian bridge, construction of water ways, road construction, road maintenance, event centres, erosion control, housing.	Jos, Taraba state & Bauchi state

								Customers to big companies		
Company H	29	Nigeria	Nigeria	Plc	N1,000,000,000	2,000	Infrastructure, Building Construction, Real Estate Development, Manufacturing & roads construction	Private companies and government	Township roads, Office complex, Classrooms and student hostels, skill acquisition centres and laboratories.	Abuja, Jos, Onitsha, Enugu, Lagos, Calabar, Benin City, Kaduna, Awka, Warri, Ibadan, Niger, Makurdi.
Company D	10	Nigeria	Nigeria	Private limited liability coy	N339,000,000	1000	Infrastructure, Building construction, Real Estate design and development, & consultancy services	Major construction companies, State government, Private individuals and establishments	Real Estate construction, Box-culvert construction, small bridge construction, Rural roads excavation and design. Supply of raw materials to major construction companies	Jos, Bauchi, Jalingo

(Author Developed, 2020) Source: Secondary data

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